



INTEGRATED DEVELOPMENT PLAN REVIEW 2015/16

PREPARED

IN-HOUSE: West Rand District Municipality

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Randfontein

1760



LIST OF ABBREVIATIONS

AAT	-	Association for Accounting Technicians
AELS	-	Atmospheric Emission Licenses
AELS	-	Air Quality Emission Licenses
AFS	-	Annual Financial Statements
AIDS	-	Acquired Immunodeficiency Syndrome
ALC	-	Active Leak Control
AMD	-	Acid Mine Drainage
AQMP	-	Air Quality Management Plan
BNG	-	Breaking New Ground
CBD	-	Central Business District
CRDP	-	Comprehensive Rural Development Programme
CCTV	-	Closed Circuit Television
CFO	-	Chief Financial Officer
CPF	-	Community Policing Forum
CPTR	-	Current Public Transport Record
CoGTA	-	Cooperative Governance and Traditional Affairs
DBSA	-	Development Bank of Southern Africa
DHC	-	District Health Council
DEA	-	Department of Environmental Affairs
DEC	-	Durban Exhibition Centre
DITP	-	District Integrated Transport Plan
DLECC	-	District Law Enforcement Coordinating Committee
DRT	-	Department of Roads and Transport



DWAFF	-	Department of Water Affairs Fishery and Forestry
ECDC	-	Early Childhood Development Centre
EOC	-	Emergency Operations Centre
EMT	-	Emergency Medical Technician
EMS	-	Emergency Medical Services
EMF	-	Environmental Management Framework
EHP	-	Environmental Health Practitioners
EAP	-	Economically Active Participants
FPA	-	Fire Protection Association
GCIS	-	Government Communication and Information System
GDLG&H	-	Gauteng Department Local Government & Housing
GDP	-	Gross Domestic Product
GDP-R	-	Gross Domestic Product by Region
GDS	-	Growth and Development Strategy
GDARD	-	Gauteng Department of Agriculture Rural Development
GFA	-	Gauteng Funding Agency
GIS	-	Geographic Information System
GRAP	-	Generally Recognized Accounting Practice
HIV	-	Human Immunodeficiency Virus
HCT	-	HIV Counselling and Testing
HSD	-	Health Social Development
IDASA	-	Institute for Democracy in South Africa
IDP	-	Integrated Development Plan
ICT	-	Information Communication Technology
ICD	-	Integrated Community Development



IGR	-	Intergovernmental Relations
IMATU	-	Independent Municipal and Allied Trade Union
ISPMTT	-	Intervention Support Projects Monitoring Task Team
IT	-	Information Technology
ITS	-	Information Technology Support
IWMP	-	Integrated Waste Management Plan
KPI	-	Key Performance Indicator
LED	-	Local Economic Development
LM	-	Local Municipality
MFMA	-	Municipal Financial Management Act, Act No. 56 of 2003
MHS	-	Municipal Health Services
MIG	-	Municipal Infrastructure Grant
MLAP	-	Management Letter Action Plan
MMC	-	Member of Mayoral Committee
MMMTT	-	Municipal Mitigation Monitoring Task Team
MPAC	-	Municipal Public Accounts Committee
MSA	-	Municipal Systems Act, Act No. 32 of 2000
MSIG	-	Municipal Service Infrastructure Grant
NDFG	-	Neighbourhood Development Fund Grant
NDP	-	Neighbourhood Development Programme
NDP	-	National Development Plan
NEMWA	-	National Environmental Management Waste Act
NEMA	-	National Environmental Management Act
NGO	-	Non-Governmental Organization
NSDP	-	National Spatial Development Perspective



NT	-	National Treasury
NNR	-	National Nuclear Regulator
NYS	-	National Youth Services
OLS	-	Operating Licence Strategy
OPCA	-	Operation Clean Audit
PCF	-	Premier's Coordinating Forum
PHC	-	Primary Health Care
PIER	-	Public Information Education Relations
PMS	-	Performance Management System
RMC	-	Risk Management Committee
PSO	-	Project Support Office
RTO	-	Regional Tourism Organization
RWG	-	Rail Working Group
SODA	-	State of the District Address
SALGA	-	South African Local Government Association
SAMWU	-	South African Municipal Workers Union
SANS	-	South African National Standard
SANTACO	-	South African National Taxi Council
SAPS	-	South African Police Services
SETA	-	Skills Education Training Authority
SCM	-	Supply Chain Management
SOER	-	State of the Environment Report
SPLUMA	-	Spatial Planning and Land Use Management Act
Stats SA	-	Statistics South Africa
TB	-	Tuberculosis



TOLAB	-	Transport Operating Licence
UNESCO	-	United Nations Educational, Scientific and Cultural Organization
WHBO	-	Construction Company in terms of Company's Act
WRDA	-	West Rand Development Agency
WRDM	-	West Rand District Municipality
WRT	-	West Rand Tourism
WRFLH	-	West Rand Freight and Logistics Hub
WESMET	-	West Rand Metropolitan Transport Forum



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SECTION A:

1. EXECUTIVE SUMMARY

VISION, MISSION AND CORE VALUES

As per the outputs of the 2014 Strategic Planning session, it was agreed by the participants to recommend a slight amendment to the vision, mission and slogan of the WRDM. This was amended to ensure that the Vision actually expresses the inspirational destination sought by the people of the WRDM, and that the Mission gives expression to the way in which this Vision is to be achieved.

VISION

Integrating District Governance to achieve a better life for all


MISSION

To provide an integrated and excellent developmental district governance system in the West Rand

SLOGAN

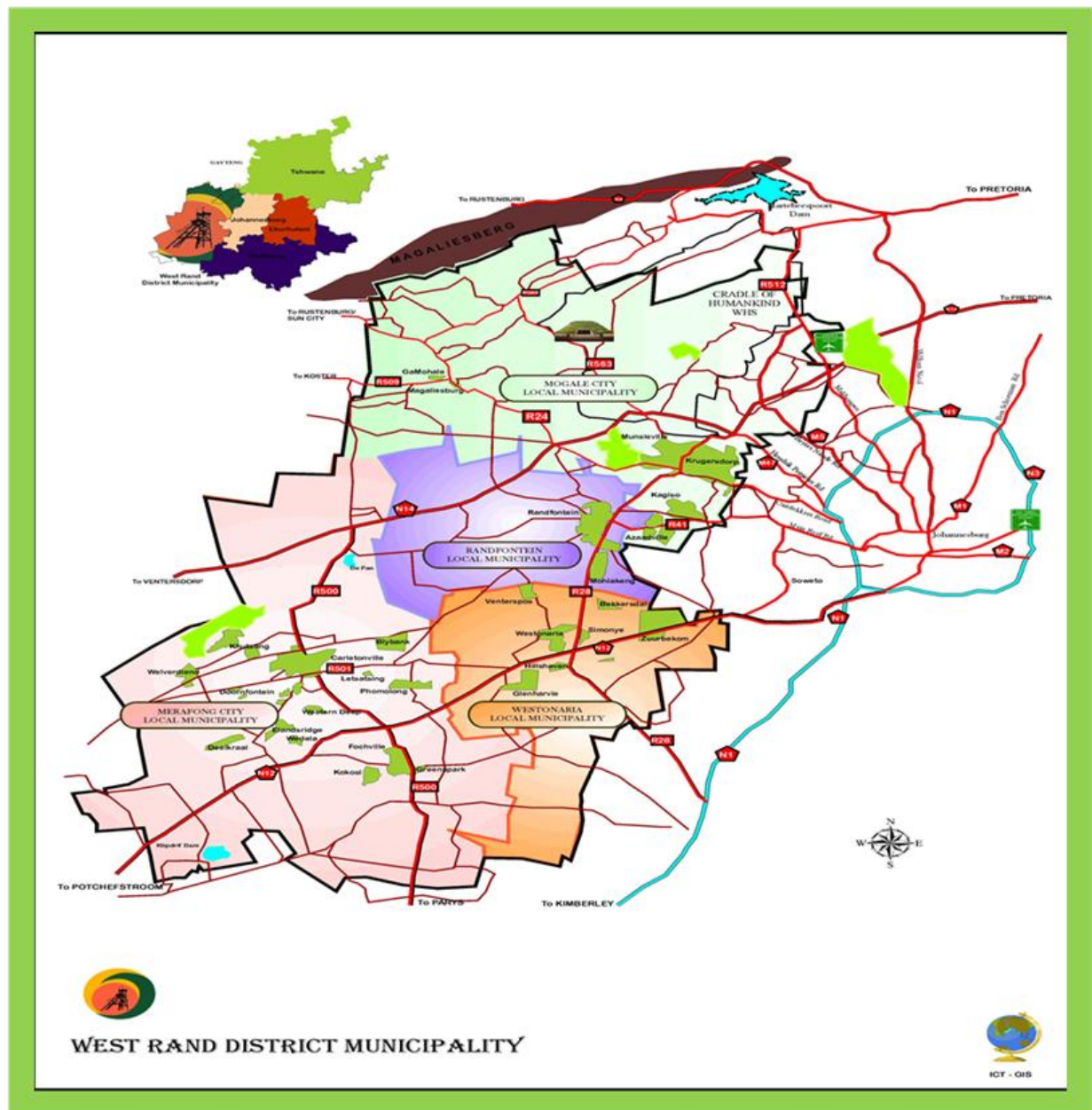
Moving towards a greener, better, brighter future for all

CORE VALUES

-  Service excellence
-  Pride
-  Integrity
-  Responsibility
-  Innovation
-  Teamwork

1.1. WEST RAND DISTRICT MUNICIPALITY CONTEXTUALISATION

The West Rand District Municipality (WRDM) consists of four local municipalities namely: Mogale City, Merafong City, Randfontein and Westonaria. It is located on the South Western edge of Gauteng Province and it is home to the famous Cradle of the Humankind World Heritage Site. The West Rand Region is 4,095 km² size of the land cover, and a population size of 848,597.



The West Rand District Municipality lies to the west of Johannesburg, about 50 minutes from OR Tambo International Airport. It borders the North West Province and accessibility is easy from all major Gauteng centres. This region is a great base from which to explore this fascinating and ancient part of South Africa. The West Rand Region has a rich and diverse landscape with the lovely Magaliesberg Mountains forming the backdrop. Towns in the region include Krugersdorp, Randfontein; Westonaria and Carletonville. Each of these is in easy reach of the peaceful countryside well known for its warm hospitality.

There is a wonderful selection of things to do in this area, such as game drives, hiking and mountain biking trails, horse-riding and visiting art galleries. Two tourist routes, the Magalies Meander and Crocodile Ramble, provide excellent day trips from Johannesburg and Pretoria. The area is also world-renowned for its rich archaeological and anthropology sites. The highlight of these is the Cradle of Humankind, which is home to the Sterkfontein Caves and the Maropeng Visitors' Centre, which has been developed in Kromdraai, an area so rich in anthropology that it has been declared a Unesco World Heritage Site. It is here where evidence of the ancient hominid habitation has been documented, stretching back over two million years.

Another great attraction in the West Rand is the world's deepest mining shaft, plunging to 3.6 kilometers into the earth. Gold and uranium mining are major economic contributors in the District, and old mine tailings are reprocessed using modern technology. The District is focused on attracting downstream mining industries like refining and beneficiation. The West Rand District Municipality contributes the most of all the district municipalities (excluding metropolitan municipalities) in Gauteng to the Province's economy in terms of sectors. The District Municipality contributes over R15 billion. Its economy is driven by manufacturing, community services, mining and trade and finance.



The West Rand District Municipality has consistently enjoyed comparative advantages in the following sectors:

- ✚ Mining (Westonaria, Merafong City and Randfontein);
- ✚ Manufacturing (Mogale City and Randfontein); and
- ✚ Construction (Randfontein and Mogale City)

In terms of the location quotient, mining appears to be the leading sector but has been experiencing a steady decline since 2005. Mining in Westonaria and Merafong City dominates in terms of sector contribution, but mining will not be sustainable in the future and thus the economy for Westonaria and Merafong City needs to be diversified. The area is endowed with abundant pockets of land with medium to high agricultural potential as well as favourable climatic conditions. The District also forms part of the Maize Triangle and consequently the Gauteng Provincial Government is reinforcing this strength by investing in the area as part of the roll-out of Agricultural Hubs.

Proximity to Lanseria International Airport increases the area's neighbouring African countries and international profiles, and creates a number of opportunities in terms of manufacturing, agro-processing and distribution. The West Rand municipal area is serviced by National, Provincial and Local roads. The N12 and N14 are the two National roads that cross the district in a west to north eastern direction. These routes generally provide good regional access between the WRDM and Johannesburg to the east, Pretoria to the north and the North-West Province to the north-west. Movement linkages are essential as they increase a region's connectivity and access to economic and learning opportunities.

The district is well serviced in terms of east-west regional linkages and these directly link the West Rand to the northern and central Gauteng economic powerhouses to its east and the agricultural and mining zones of the North West Province to its west. On the other hand, the north-south linkages centralise it between the Free State Province and the eastern parts of the North West Province such as the Bojanala Local Municipality. Taxis dominate the public transport operations in the District. Bus transport in the district is very limited with no subsidised commuter services, apart from contracted learner



transport services that are provided in the predominantly rural area. A lot of people commute to Mogale City, Merafong City and Randfontein within the region as these are main towns where economic activity happens. Outside the region, the movement of people is mainly towards the City of Johannesburg.

Commuter rail services operate in the West Rand and these connect the far western side of the region (Merafong City) with the City of Johannesburg. There are training services operating in Mogale City and Westonaria. The Lanseria airport node is an important development for the entire region and could influence the development of the K29 corridor. The K29 road serves as a regional corridor between Johannesburg area and Rustenburg area and also connects with the Platinum Toll Road as a spatial corridor. The main developmental and commercial nodes within the West Rand municipal areas are in Mogale City and Randfontein. Merafong City is comparatively a bigger node than Westonaria, with both nodes mainly having mining as the anchor economic development activity. Despite the developmental limitations faced by the individual municipalities in varying degrees, due to among other things, prevalence of dolomitic conditions, the West Rand region as a whole has the potential to attract development towards the western part of Gauteng. This is a developmental opportunity emanating from the fact that the western part of Gauteng still has pristine development areas that could still be exploited and contribute towards the integration of the various municipal areas within the West Rand and also with Tshwane in the North and City of Johannesburg in the East. The main business districts and industrial areas are predominantly situated in Mogale City and Randfontein. Though Merafong City and Westonaria have business districts and industrial areas, the main anchor economic activity is mining.

The strategic location of the WRDM in relation to the Gauteng Province creates a huge potential for the agriculture sector to grow and stimulate economic development in the region. The advantage held by farmers within the West Rand is their close proximity to the largest consumer market of perishable goods in South Africa (i.e. City of Tshwane and City of Johannesburg), coupled with the fact that the region has areas with good to excellent agricultural potential. Furthermore, the region possesses the potential to develop agro-



processing within its borders, as the majority of required resources are available. Mining is still a very important economic sector in the West Rand, both in terms of production and employment and its influence in the economy of the West Rand is still to be felt for many years to come. Therefore it's critical that the mining sector be used as a catalyst for developing other economic activities within the region.



SECTION B:

1.2 DEMOGRAPHIC PROFILE OF THE MUNICIPALITY (SITUATIONAL ANALYSIS)

Note: The statistical data used during the compilation of this report was sourced from different sources and therefore, some information is subject to revision.

1.2.1. POPULATION PROFILE

This section looks at the population profiles of the West Rand's district municipalities.

Table 1.1: Population by Population Group, Districts, 2012

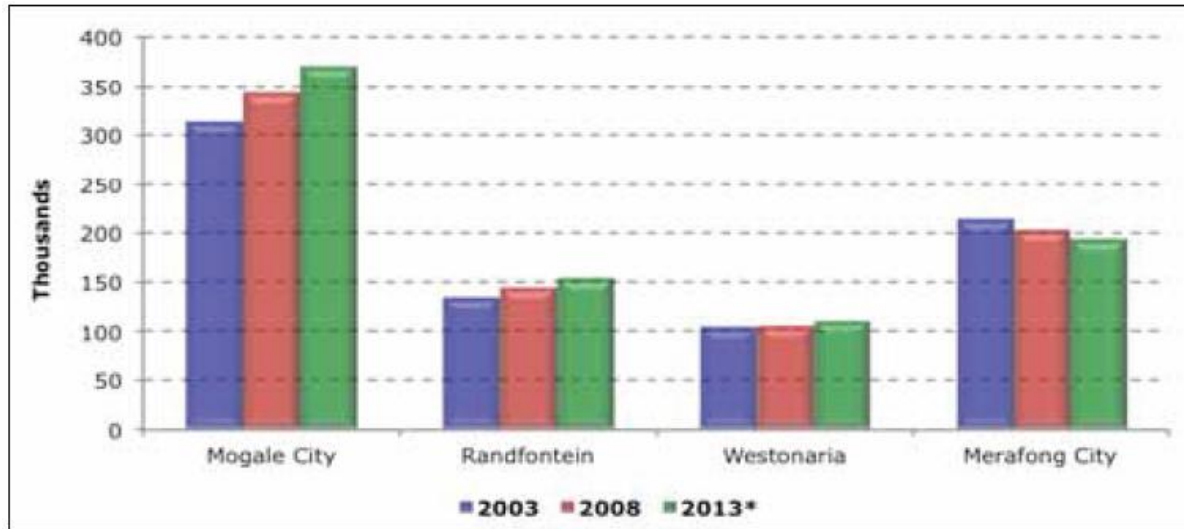
Population Group	West Rand	
Black	654,998	79.9%
Coloured	20,781	2.5%
Asian	9,177	1.1%
White	135,209	16.5%
Total	820,165	100.0%

Source: IHS Global Insight, 2013

Table 1.1 shows the district populations by population group in 2012, the Black population group made up the largest proportion in West Rand at 654,998 persons (79.9 percent). The White population group was the second largest at 135,209 persons (16.5 percent) in West Rand. The Coloured and Asian population groups were the third and fourth largest groups in the West Rand at 20,781 persons (2.5 percent) and 9,177 persons (1.1 percent) respectively



Figure 1.2: Population, West Rand District, 2003, 2008 & 2013*



Source: IHS Global Insight, 2013

Note: * indicates an estimate

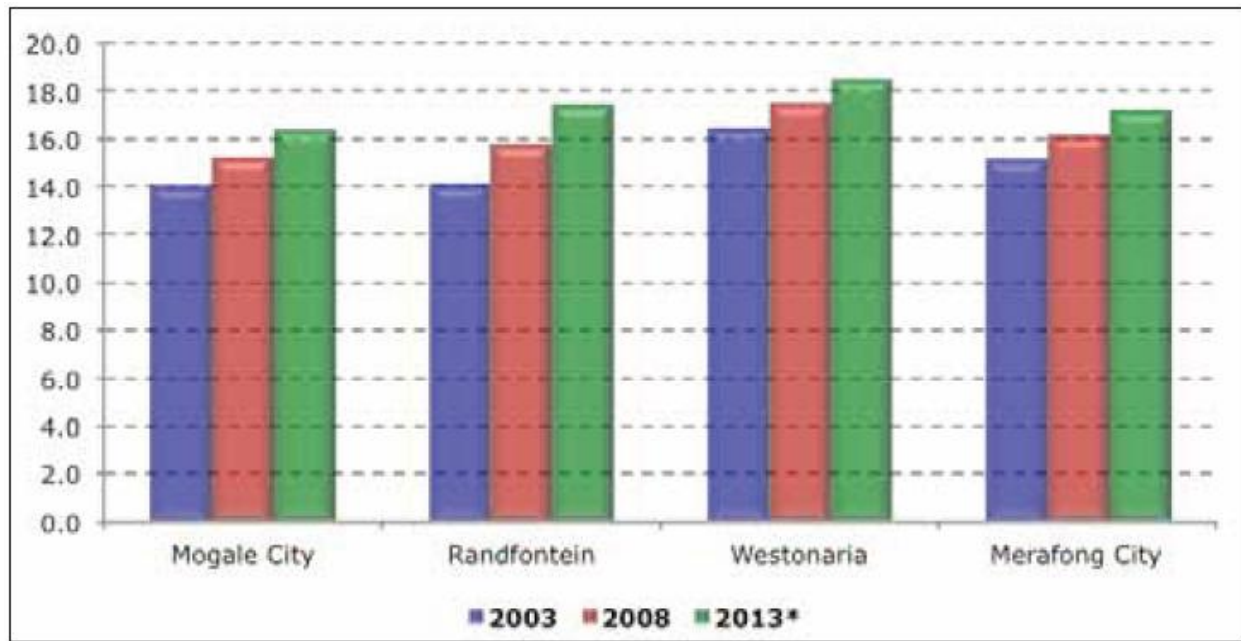
Figure 1.2 shows the population figures of the West Rand's district municipalities for the years 2003, 2008 and 2013. At 763,639 in 2003, the West Rand's population had increased to 827,622, or 7.6 percent of the province's total, by 2013. Mogale City had a population of 312,844 in 2003, and this had grown to 370,090 by 2013. It is the most highly populated local municipality in the West Rand district, accounting in 2013 for about 2.9 percent of the province's population and 44.7 percent of its district. Randfontein had a population of 133,686 in 2003 and 152,878 in 2013. Westonaria's population was 103,903 in 2003 and had increased to 110,211 by 2013. Merafong City has the third largest population of the Gauteng local municipalities. However, in contrast to almost all local municipalities in the province, which had growth rates of between 0.6 and 4.8 percent between 2003 and 2013, it is the only local municipality to have had a negative population growth rate over the period.

From 213,206 in 2003 it had decreased to 194,443 by 2013. It is probable that this drop in population is related to Merafong City having the highest death rate of Gauteng's local municipalities, with the conditions that give rise to the persistently higher death rate likely to encourage out-migration from and discourage in-migration to the municipality.

1.2.2 MORTALITY

This section looks at mortality and fertility in Gauteng's local municipalities.

Figure 1.3: Crude Death Rate, West Rand District, 2003, 2009 & 2013*

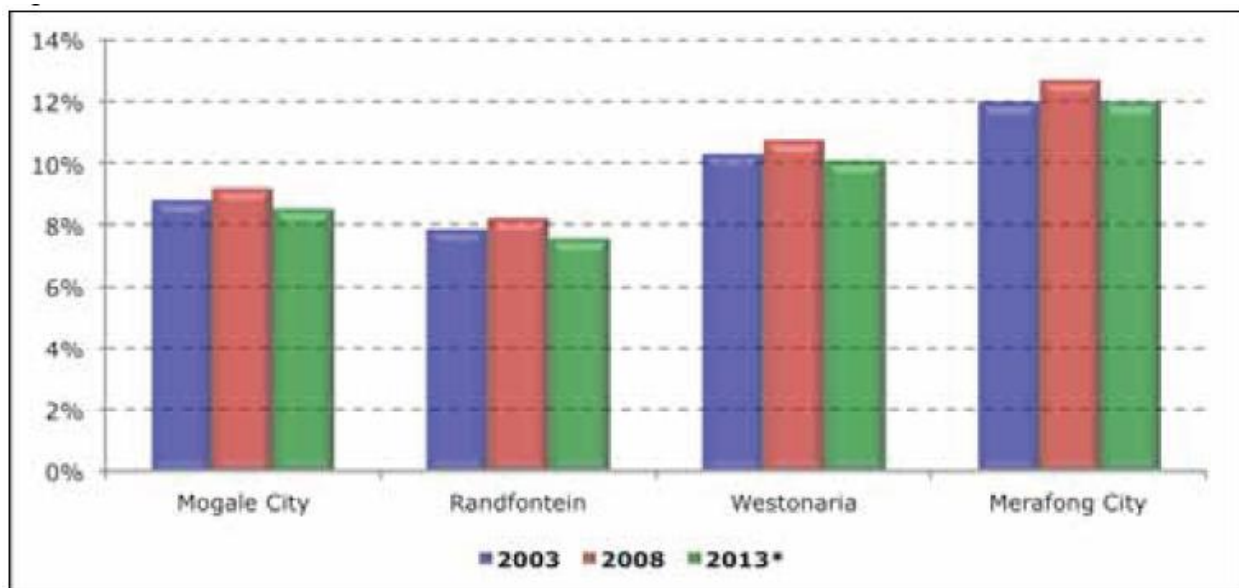


Source: Quantec Research, 2013

Note: * indicates an estimate

Figure 1.3 shows crude death rates for the local municipalities of the West Rand district for the years 2003, 2008 and 2013. At 14.1 per 1,000 of its population, Mogale City had the lowest death rate in 2003; this increased to 16.4 in 2013. Randfontein had the same death rate as Mogale city in 2003 but increased more sharply, to 17.5 in 2013. Westonaria's death rate was 16.5 per 1,000 persons in 2003 and 18.5 in 2013. The death rate in Merafong City in 2003 was 15.1 and 17.2 in 2013.

Figure 1.4: HIV+ Estimates, West Rand District, 2003, 2008 & 2013*



Source: IHS Global Insight, 2013

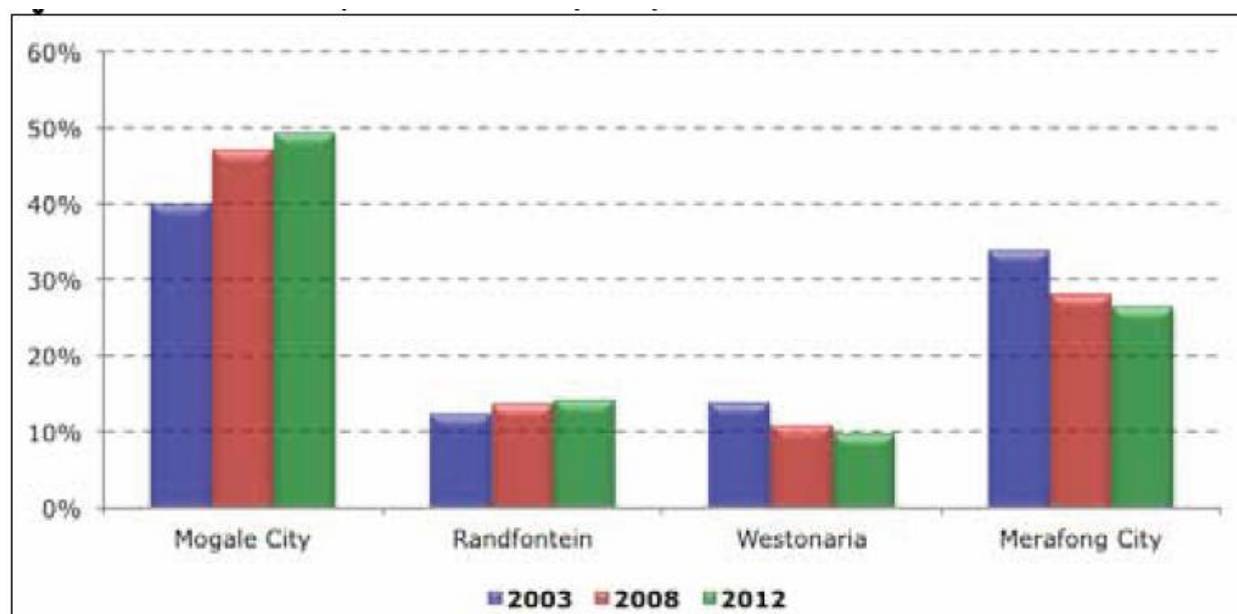
Note: * indicates an estimate

Figure 1.4 shows estimates of the percentage of persons living with HIV in the West Rand's district municipalities for the years 2003, 2008 and 2013. About 8.8 percent of the population of Mogale City was living with HIV in 2003; this had decreased to 8.5 percent by 2013. At 7.9 percent in 2003 and decreasing to 7.6 percent by 2013, Randfontein had the lowest percentage of people living with HIV. Westonaria had the second highest percentage of people living with HIV in the district. In 2003, the figure was 10.3 percent; this had decreased to 10.09 percent by 2013. At 12.0 percent of its population, Merafong had the highest percentage of people living with HIV in the West Rand in 2003; this had decreased to 12.0 percent by 2013.

1.2.3 ECONOMIC PERFORMANCE

This section looks at the economic performance of the four local municipalities in the West Rand. As at the national level, it is important to review the economy at the local municipality level. This helps policy makers to understand which local municipality account for the largest share of districts' economic activity as well as their growth rates. The section also looks at sectoral contributions for the local municipalities in West Rand districts, and gives a trade analysis.

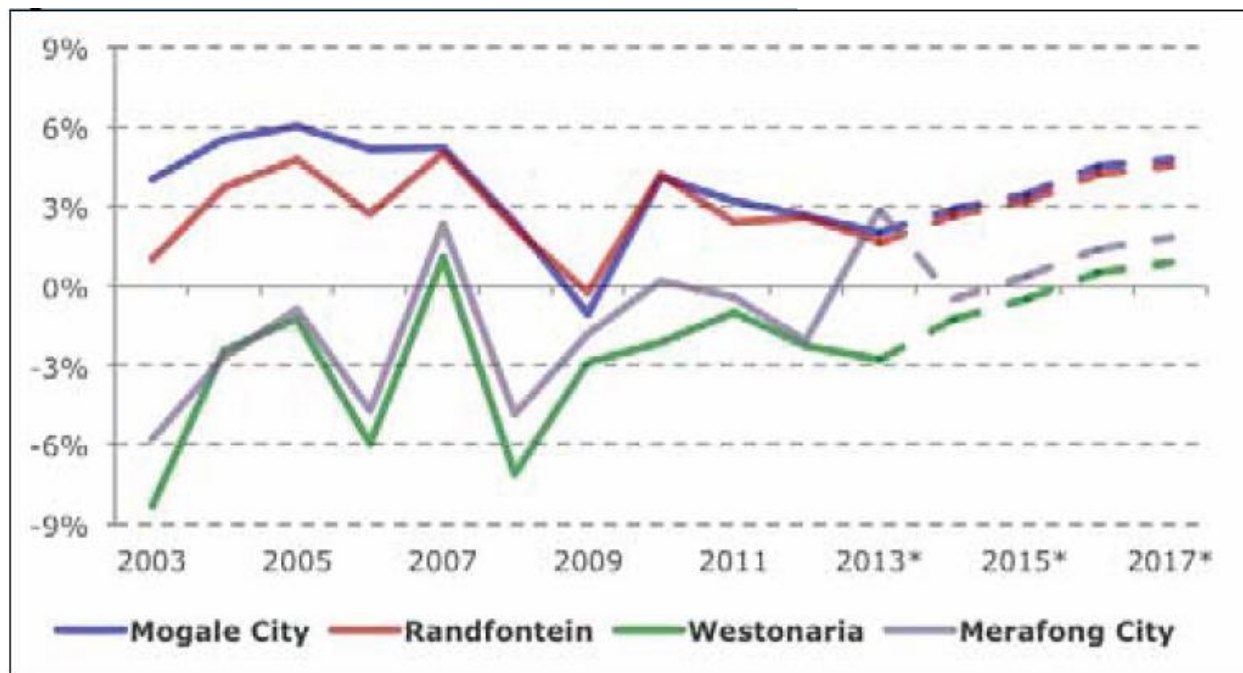
Figure 1.5: Share of GDP-R, West Rand District, 2003, 2008 & 2012



Source: IHS Global Insight, 2014

Figure 1.5 shows the GDP-R share within the West Rand district for 2003, 2008 and 2012. Mogale City local municipality accounted for 40 percent of the output in 2003, 47.2 percent in 2008 and 49.5 percent in 2012. Merafong City accounted for the second largest share, although it showed a declining trend over the review period. Its GDP-R share was at 33.9 percent in 2003; this decreased to 28.2 percent in 2008 before further declining to 26.5 percent in 2012. Randfontein accounted for approximately 12.3 percent of GDP-R in 2003 and 14.3 percent in 2012. Westonaria decreased from 13.8 percent in 2003 to 9.7 percent in 2012. Economic activity in these local municipalities correlate with both employment and unemployment levels, and the municipalities with the largest shares of GDP-R tending to have relatively higher employment, and lower unemployment, levels.

Figure 1.6: GDP-R Growth Rates, West Rand District, 2003-2017*



Source: IHS Global Insight, 2014

Note: # indicates estimates and * indicates forecasts

Figure 1.6 shows the GDP-R growth rates for the local municipalities in the West Rand district from 2003 to 2012 and the forecast from 2013 to 2017. The economic growth rates in Merafong City and Westonaria local municipality were in negative territory for most of the review period. Merafong City commenced the review period with a growth rate of negative 5.8 percent. At negative 1.8 percent in 2009 and negative 2.1 percent in 2012, it is forecast to return to positive territory by 2014 and to reach 1.9 percent in 2017. Westonaria had a growth rate of negative 8.1 percent in 2003. In 2008, it was negative 7.1 and remained negative in 2009 at 2.9 percent. It is forecast to reach positive 0.9 percent in 2017. Except during the 2009 recession, Mogale City and Randfontein had positive growth rates. The recent labour unrest in the mining industry is likely to affect economic growth in the West Rand; it therefore remains fragile.

1.2.3.1 Sectoral Contributions

According to Fine (2011)²⁵, when policymakers aim to affect growth in an economy it is important that they choose sub-sectors with high multiplier effects and develop measures to monitor them. Sectoral composition analysis provides a means of identifying the sub-sectors which contribute most, and least, to economic growth.

Table 1.7: Sectoral Contributions, West Rand District, 2012

	Mogale City	Randfontein	Westonaria	Merafong City	West Rand
Agriculture, forestry & fishing	2.3%	1.5%	0.4%	0.7%	1.4%
Mining & quarrying	2.4%	17.1%	76.8%	68.7%	38.9%
Primary Sector	4.7%	18.6%	77.2%	69.5%	40.3%
Manufacturing	20.7%	19.0%	2.4%	2.7%	11.4%
Electricity, gas & water	4.0%	0.3%	1.0%	0.2%	1.8%
Construction	5.3%	5.3%	1.4%	1.6%	3.4%
Secondary Sector	30.0%	24.6%	4.9%	4.5%	16.6%
Wholesale & retail trade	15.3%	14.6%	5.5%	6.6%	10.7%
Transport & communication	8.1%	5.3%	1.4%	1.8%	4.5%
Finance & business services	15.5%	18.6%	2.8%	4.9%	10.0%
Government, social & personal services	26.4%	18.2%	8.2%	12.8%	17.9%
Tertiary Sector	65.3%	56.7%	18.0%	26.0%	43.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Source: IHS Global Insight, 2014

Table 1.7 shows the sectoral contributions to the GDP-R within the West Rand district for 2012. Mogale City's economic activities were led by the government, social & personal services sub-sector at 26.4 percent. This was followed by the manufacturing sub-sector at 20.7 percent. The manufacturing sub-sector made up approximately 19 percent of Randfontein's economy, followed by the finance & business services sub-sector at 18.6 percent. The economies of Westonaria and Merafong City are dominated by the mining & quarrying sub-sector, at 76.8 and 68.7 percent respectively. In the West Rand as a whole, the mining & quarrying sub-sector accounts for 38.9 percent of economic activity.



1.2.3.2 TRADE POSITION

This section looks at the share of imports and exports for the four West Rand local municipalities.

Table 1.8: Imports and Exports Shares, West Rand District, 2003 & 2012

	Exports		Imports	
	2003	2012	2003	2012
Mogale City	0.26%	0.26%	0.67%	0.39%
Randfontein	0.01%	0.03%	0.08%	0.06%
Westonaria	0.00%	0.09%	0.02%	0.03%
Merafong City	0.01%	0.04%	0.01%	0.02%
West Rand	0.28%	0.40%	0.78%	0.50%

Source: IHS Global Insight, 2014

Table 1.8 shows the share of exports and imports accounted for by the local municipalities at the West Rand district for 2003 and 2012. For both years, Mogale City accounted for 0.26 percent of exports, the largest percentage of the West Rand's local municipalities. Westonaria had the smallest share of exports, at 0.09 percent in 2012. Exports from the West Rand district are made up largely of commodities from the mining & quarrying sub-sector. They are therefore susceptible to risks such as work stoppages in the mining industry. Amongst the West Rand local municipalities, Mogale City accounted for the largest share of imports at 0.67 in 2003 and 0.39 percent in 2012. Randfontein accounted for the second largest share of imports, at 0.08 percent in 2003 and 0.06 percent in 2012.

1.2.4 LABOUR REVIEW

The gap between employment growth and the labour force growth has resulted in rapidly rising numbers of unemployed individuals. The section below gives the labour market profiles of the West Rand district municipalities, followed by an analysis of employment and unemployment in these municipalities.



Table 1.9: Labour Market Profiles, West Rand District, 2012

	Mogale City	Randfontein	Westonaria	Merafong City
Economically Active Population	179,968	61,670	61,534	78,136
Employed	100,311	30,463	25,472	67,654
Unemployed	52,663	22,306	15,175	10,253
Unemployment rate	29.3%	36.2%	24.7%	13.1%

Source: IHS Global Insight, 2014

Table 1.9 shows the labour profiles of the West Rand district municipalities in 2012. Mogale City local municipality had the largest EAP, at 179,968, as well as the second-highest unemployment rate, at 29.3 percent. It also had a comparatively large NEA population, with 8,197 discouraged work-seekers and 73,240 other NEA.¹⁷ Randfontein local municipality had the highest unemployment rate in the West Rand, at 36.2 percent. Employment in this municipality has primarily been growing in the government, social & personal services, with some growth in finance & business services.¹⁸ 16 Information from IHS Global Insight.

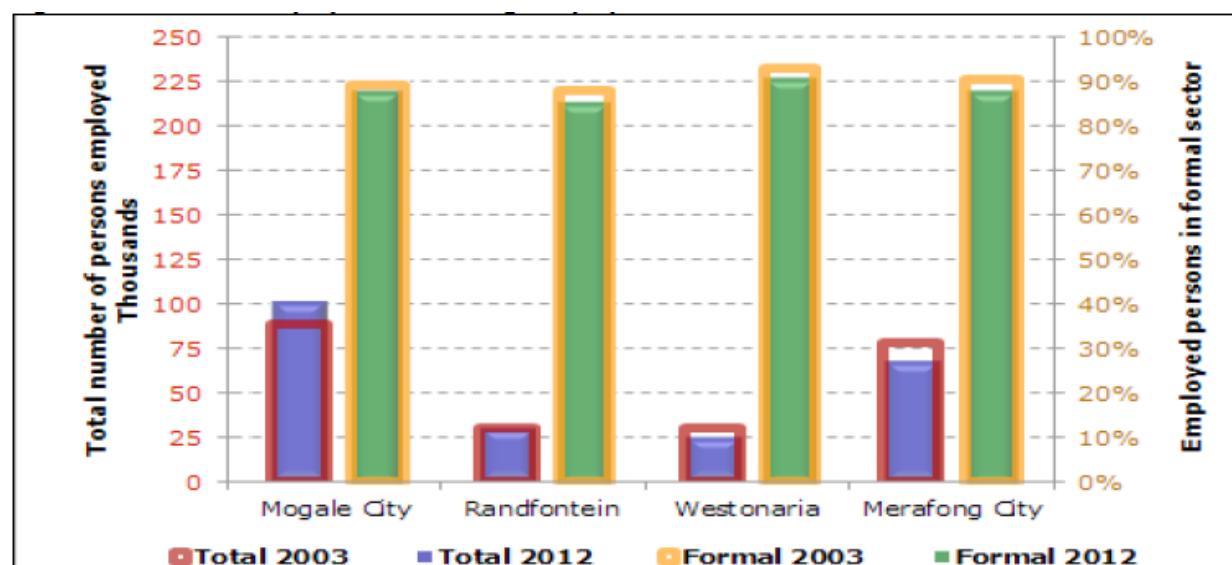
Westonaria had the smallest EAP in the West Rand District, at 61,534. It also had the second-lowest unemployment rate, at 24.7 percent, after Merafong City. The unemployment rate was contributed to by the weakening mining & quarrying sub-sector in the municipality. The Westonaria economy is highly focussed on mining and the loss of output in the sub-sector has a negative impact on its labour market. The Merafong City municipality had an EAP of 78,136. With 67,654 of those persons employed, its 10,253 unemployed persons translated into an unemployment rate of 13.1 percent. This was the lowest unemployment rate in the West Rand in 2012.

1.2.5 EMPLOYMENT

When formal employment fell due to the global financial crisis, some of those who left the formal sector were absorbed in the informal sector. The figure below indicates the employment trends within the district.



Figure 1.10: Persons Employed & Percentage Employed in Formal Sector, West Rand District, 2003 & 2012



Source: IHS Global Insight, 2013

Figure 1.10 shows the number of employed persons as well as the percentage of those employed in the formal sector for the local municipalities of the West Rand in 2003 and 2012. Mogale City had the largest number of employed persons and was the only local municipality in the West Rand with significant employment gains between 2003 and 2012. In 2003, 87,391 workers were employed in Mogale City; by 2012, this had risen to 100,311. The increase in employment was driven by the expansion of the government, social & personal services and the finance & business services sub-sectors. The percentage of workers in the formal sector remained largely static, at about 89 percent.

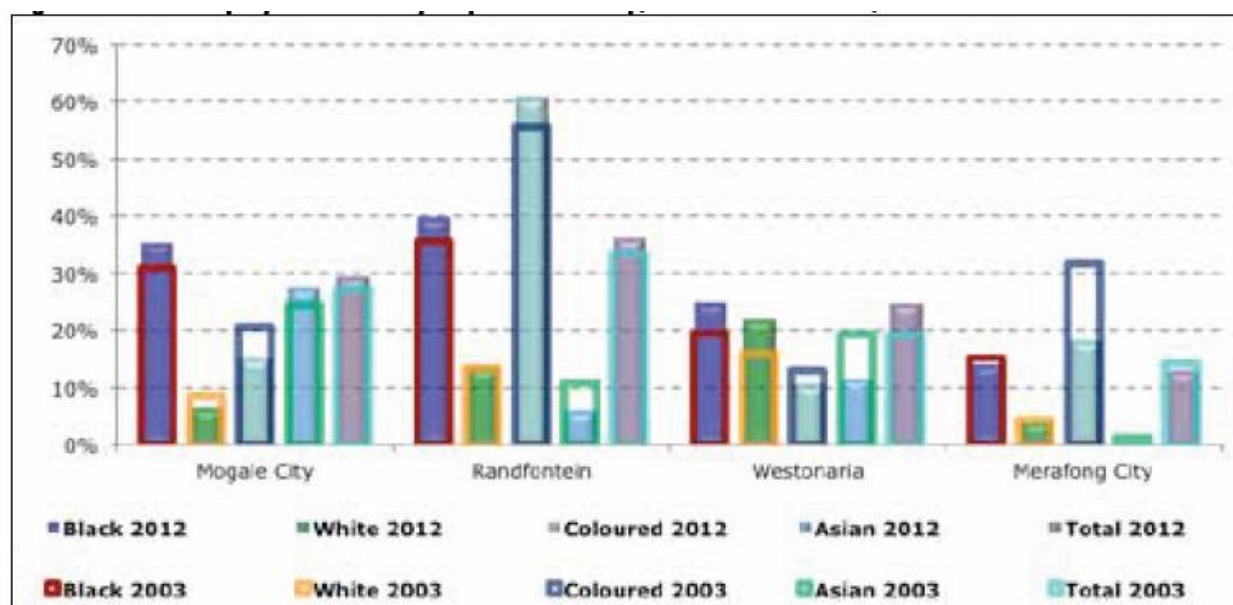
There was negligible growth in employment in Randfontein, from 29,391 in 2003 to 30,463 in 2012. Higher employment in the finance & business services, government, social & personal services and wholesale & retail trade sub-sectors was largely offset by decreases in the mining & quarrying sub-sector. The percentage of Randfontein's workers employed by the formal sector decreased from 88.2 to 85.7 percent over the same period. In Westonaria and Merafong City, the mining & quarrying sub-sector dominated the economy and provided the largest share of employment. The decline of the sub-sector therefore resulted in a reduction in employment levels in both local municipalities from 2003 to

2012. This has probably influenced the small declines in the percentage of the workers employed in the formal sector in both regions.

1.2.6 UNEMPLOYMENT

The high unemployment rate remains a key challenge for South Africa. At the local municipality level, the Expanded Public Works Programme (EPWP) continues to form part of the initiative to provide short-term employment opportunities and thus to lessen unemployment. In the years leading up to the global recession, progress was being made in lowering the unemployment rate. However, the recession eroded most of the jobs gains from the preceding years of economic growth. Although there has been some recent recovery in employment levels, many local municipalities have yet to return to pre-recession levels.

Figure 1.11: Unemployment Rate by Population Group, West Rand District, 2003 & 2012



Source: IHS Global Insight, 2013

Figure 1.11 shows the unemployment rates of the West Rand District for 2003 and 2012 by population group. The unemployment rate among the Black population group increased in three out of the four West Rand municipalities, with Merafong City the only local municipality where the rate decreased. The largest increase was in Westonaria, from 19.4 percent in 2003 to 25 percent in 2012. The unemployment rate among the White

population group decreased in Mogale City, but increased from 16 percent in 2003 to 21.7 percent in 2012 in Westonaria and remained largely unchanged in Randfontein. Among the Coloured population group, the rate increased from 55.6 to 60.8 percent in Randfontein but decreased in the other three municipalities in the West Rand District. In Mogale City, unemployment increased among the Asian population group but fell in Randfontein and in Westonaria, where it decreased from 19.4 to 11.8 percent. It was low in Merafong in 2003, at 1.3 percent, falling even lower in 2012 to 0.5 percent. The overall unemployment rate rose in Mogale City, Randfontein and Westonaria while decreasing slightly in Merafong City. This is to be expected as this is the same pattern seen among the Black population group, which is the largest population group.

1.2.7 ACCESS TO SERVICES

The section analyses access to basic services for the West Rand district and its local municipalities. It starts by looking at the tariff reviews before turning to different categories of access to services.

Table 1.12 Percentage Increases in Electricity Charges, West Rand District, 2010/11-2012/13

	2010/11	2011/12	2012/13
Mogale City	15.3	20.4	13.5
Randfontein	24.8	20.4	8.0
Westonaria	21.4	23.9	20.0
Merafong City	8.7	18.0	11.1

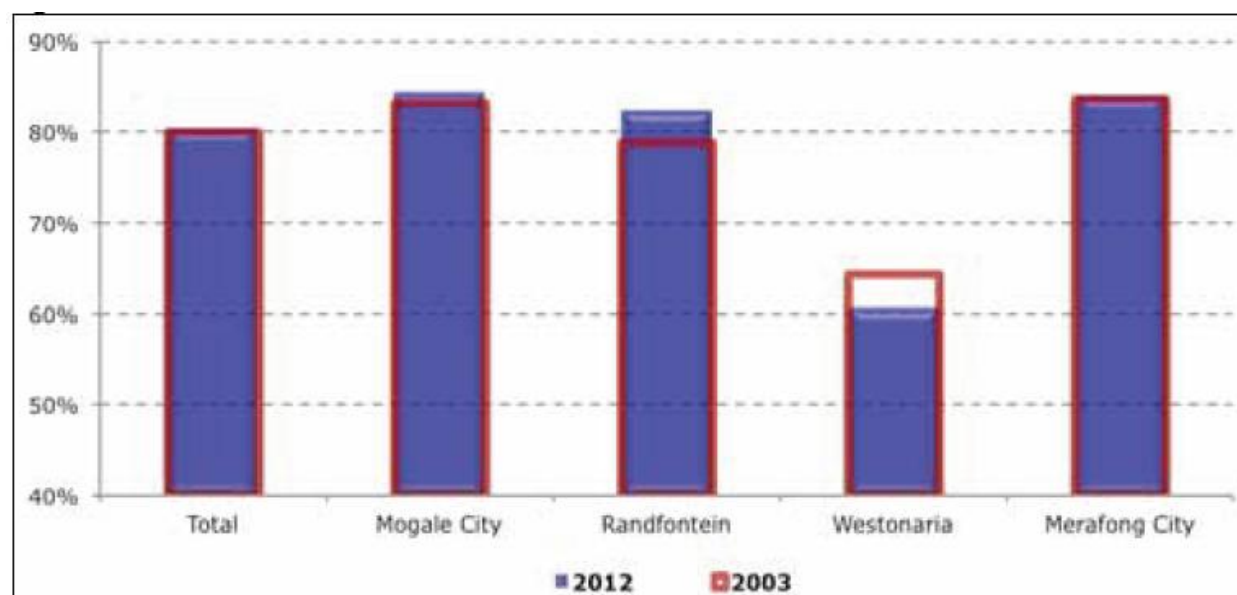
Source: GPT, 2014

Table 1.12 shows the increases of the electricity tariffs charged by the West Rand district municipalities from 2010/11 to 2012/13 financial year. In 2010/11, all West Rand municipalities increased their charges by less than the NERSA-approved Eskom increase except for Randfontein, which matched it. The lowest increase was in Merafong City, at 8.7 percent. In the 2011/12 financial year, all increases were below that granted to Eskom. The highest was the 23.9 percent increase implemented in Westonaria, while the lowest was again in Merafong City, at 18 percent. In 2012/13, once more all of the West Rand local



municipalities raised their tariffs by less than Eskom. Westonaria had the largest increase, at 20 percent, while Randfontein increased its fees the least, by 8 percent.

Figure 1.13: Share of Households with Electrical Connections, West Rand District, 2003 & 2012

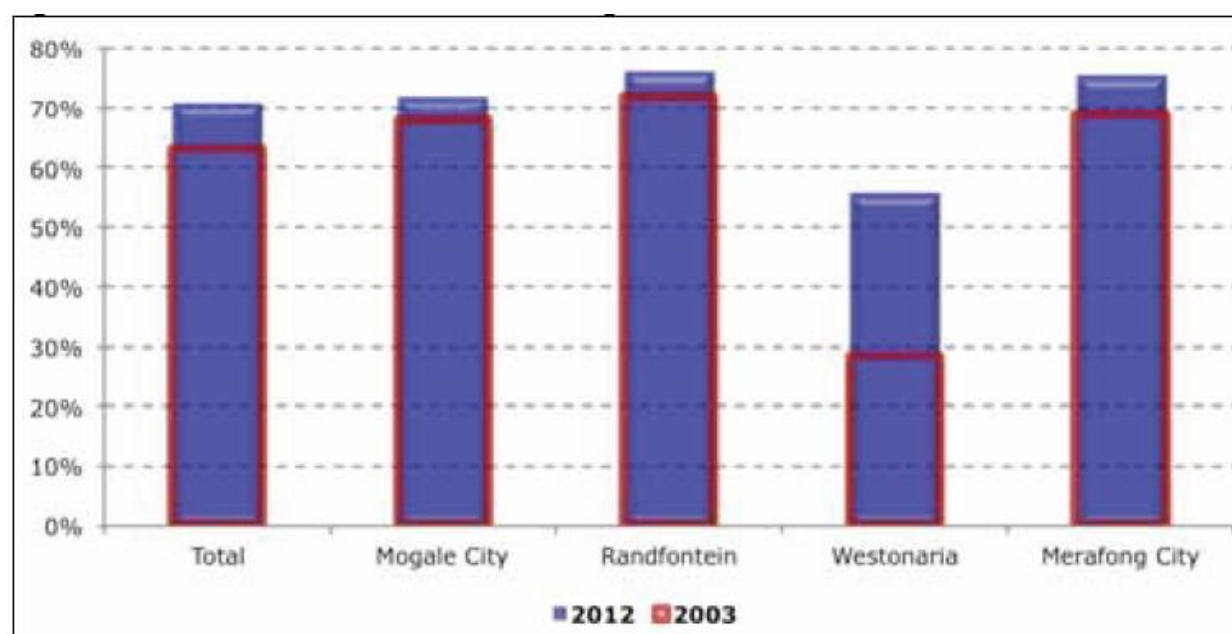


Source: IHS Global Insight, 2014

Figure 1.13 shows the percentage of households with electrical connections in the West Rand district and its local municipalities, for the years 2003 and 2012. Access in the West Rand remained largely static, at 79.9 and 80.5 percent respectively. The level of household access to electrical connections also remained relatively static in Mogale City and Merafong City, at approximately 83 percent. A small increase, from 78.8 percent in 2003 to 82.4 in 2012, was recorded in Randfontein.

Over the same period, access in Westonaria fell from 64.4 to 60.6 percent. As shown in Chapter One, this municipality has experienced population growth over the same period and has increased the share of its population living in formal dwellings, as shown in Figure 4.20. It is possible that Westonaria households that do not have electricity connections live in new informal settlements and areas that have only recently been formalised. If this is the case, it could be expected that access to electricity will increase in the near future.

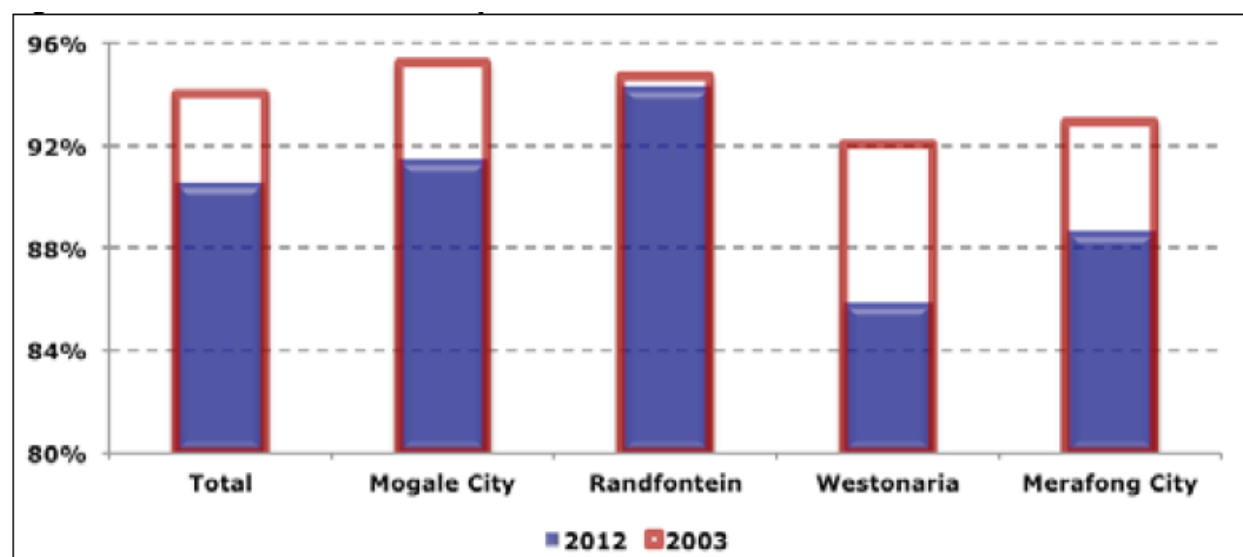
Figure 1.14: Share of Households in Formal Housing, West Rand District, 2003 & 2012



Source: IHS Global Insight, 2014

Figure 1.14 shows the share of households in the West Rand and its local municipalities living in formal dwellings in 2003 and 2012. In 2003, 63.3 percent of West Rand households were living in formal dwellings, with a relatively large percentage living in informal dwellings and in the 'Other' category²³ which includes dwellings such as caravans and tents. By 2012, the share of households living in formal housing had increased to 70.9 percent. While the share of those in informal dwellings had also risen slightly, the share in 'Other' dwellings was greatly reduced. Mogale City and Randfontein both recorded small increases in their shares of households in formal dwellings. In 2012, 71.7 percent of Mogale City's and 76.1 percent of Randfontein's households resided in formal housing. While Westonaria had the smallest share of its households in formal dwelling places, between 2003 and 2012 it had the largest increase, from 28.5 percent to 55.7 percent.

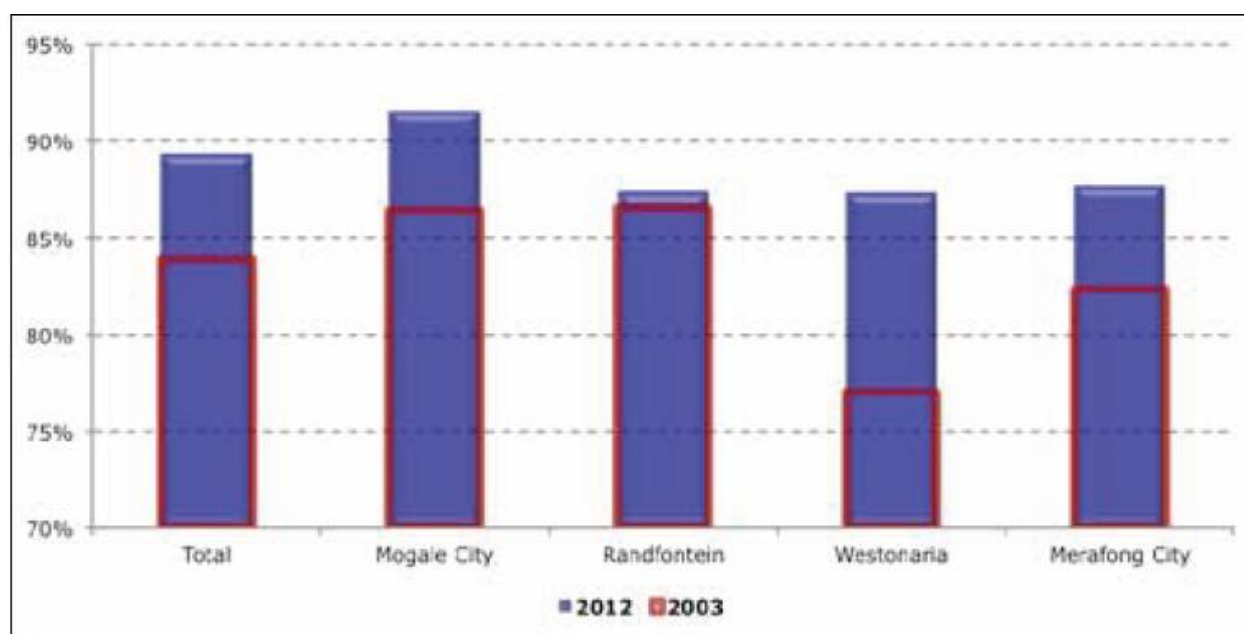
Figure 1.15: Share of Households with Piped Water at or Above RDP-Level, West Rand District, 2003 & 2012



Source: IHS Global Insight, 2014

Figure 1.15 shows the share of households in the West Rand municipalities with access to water at or above the RDP-level, in 2003 and 2012. In 2003, 94 percent of West Rand households had access to piped water at this level. By 2012, this had fallen to 90.5 percent. In all of the West Rand local municipalities, the percentage of households with access to the service at this level fell, though the decrease was marginal in Randfontein. With the exception of Merafong City, where population growth was static, these decreases in share were influenced by rising populations and in-migration. At 95.2 percent, Mogale City had the highest level of access in 2003 but this had fallen to 91.4 percent by 2012. This was the second-highest level of access in 2012, after Randfontein's 94.3 percent. Westonaria had the lowest share of households with access, falling from 92 percent in 2003 to 85.8 percent in 2012. In Merafong City, access decreased from 92.9 percent to 88.7 over the same period.

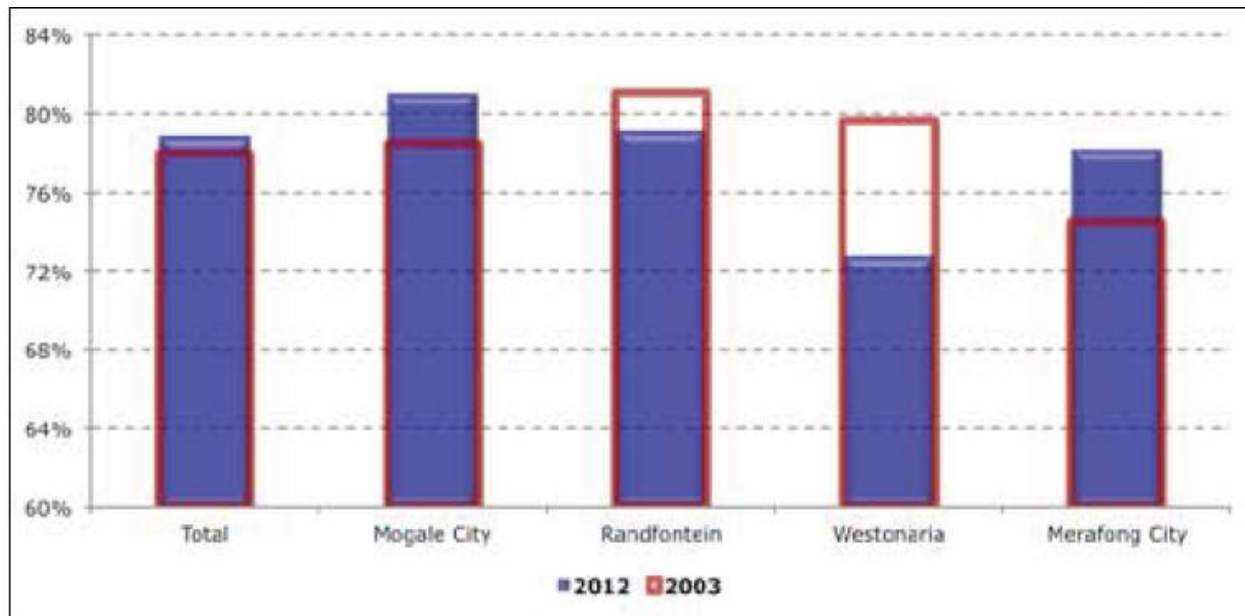
Figure 1.16: Share of Households with Hygienic Toilets, West Rand District, 2003 & 2012



Source: IHS Global Insight, 2014

Figure 1.16 shows the percentage of households in the West Rand municipalities with hygienic toilets. In contrast to access to water, all households in the region saw an increase in access to proper sanitation. In 2003, Randfontein households had the highest level of access, at 86.6 percent, followed by Mogale City at 86.4. However, Randfontein had only marginal growth in access, reaching 87.5 percent in 2012. Access in Mogale City grew to 91.6 percent over the same period, making it the highest in 2012. At 77.1 percent, a noticeably lower level of access was recorded for Westonaria in 2003 than for the other West Rand municipalities. By 2012, this had grown to 87.3 percent, putting it level with Randfontein and Merafong City, with the latter recording 87.8 percent access that year.

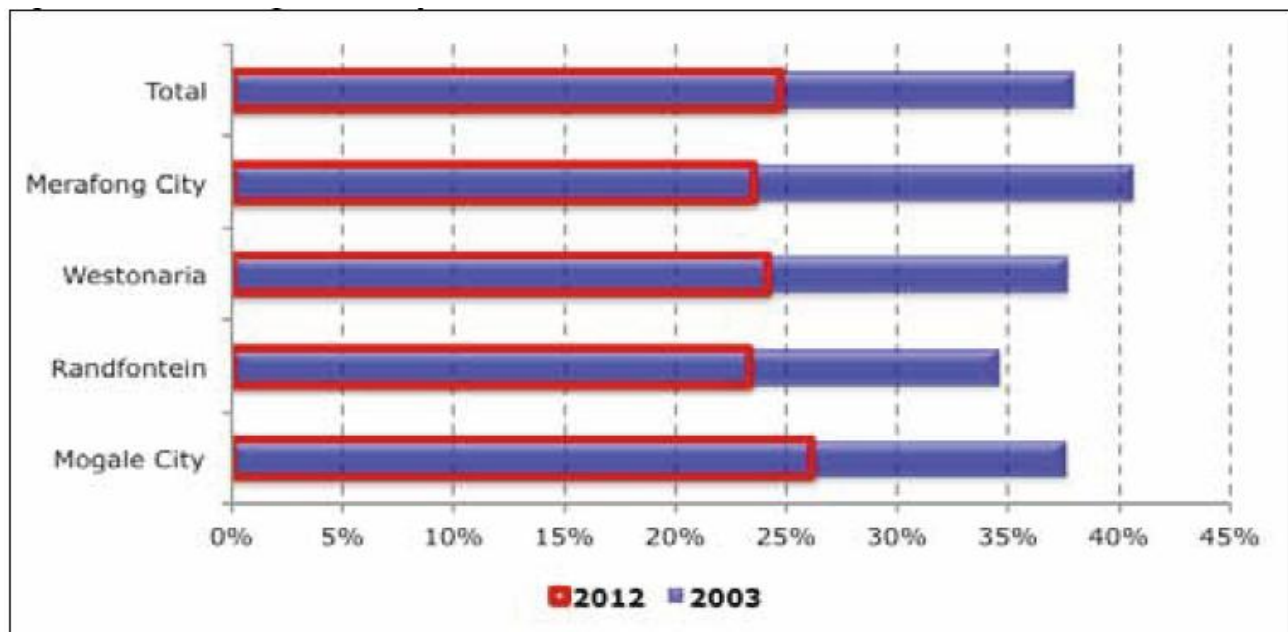
Figure 1.17: Share of Households with Formal Refuse Removal, West Rand District, 2003 & 2012



Source: IHS Global Insight, 2014

Figure 1.17 shows the percentage of households in the West Rand municipalities with access to formal refuse removal in 2003 and 2012. Access in the West Rand remained static at around 78 percent. In Mogale City and Merafong City, access increased over the period to 81.1 and 78.2 percent, respectively. There were decreases in Randfontein and Westonaria in 2012, to 79.1 and 72.8 percent respectively.

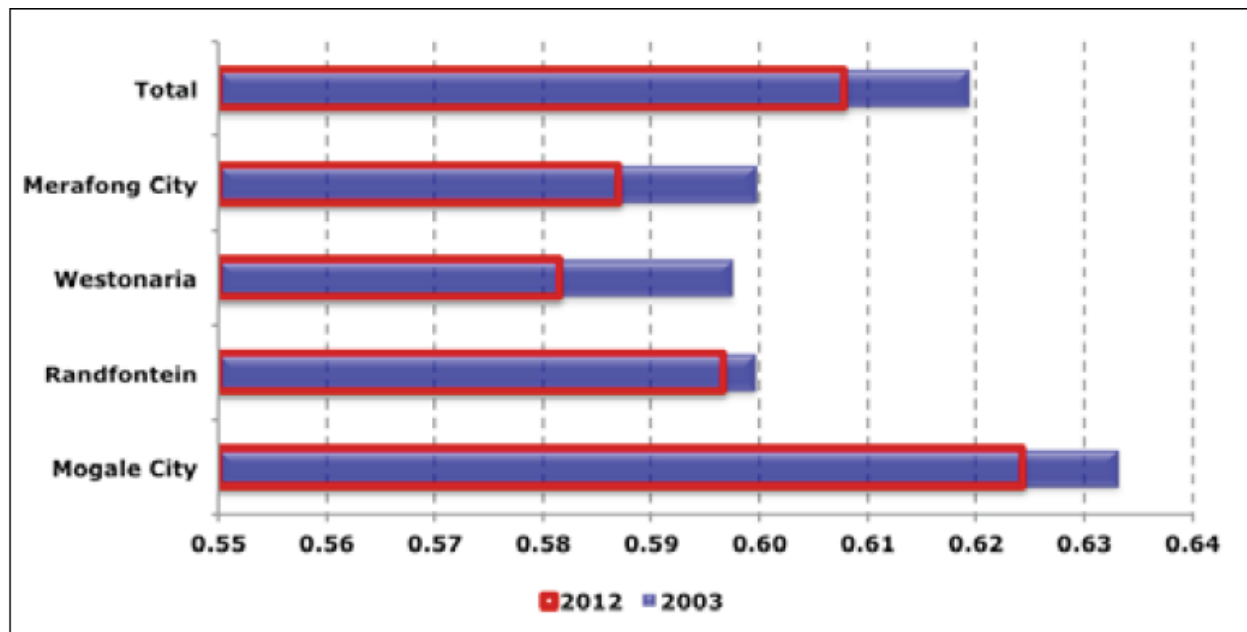
Figure 1.18: Percentage in Poverty, West Rand District, 2003 & 2012



Source: IHS Global Insight, 2013

Figure 1.18 shows the percentage of people living in poverty in the West Rand and its local municipalities in 2003 and 2012. The percentage of those living in poverty has declined over the review period for the West Rand and all of its local municipalities. At 40.7 percent, Merafong City was the local municipality with the largest percentage of people living in poverty in 2003. By 2012, this had declined to 23.5 percent. In Mogale City, the share of people living in poverty was 37.1 percent in 2003. Despite falling by 11 percentage points, it remained the municipality with the largest share of its people living in poverty in 2012, at 26.1 percent. The smallest proportion was in Randfontein, at 34.6 percent in 2003 and 23.3 percent in 2012.

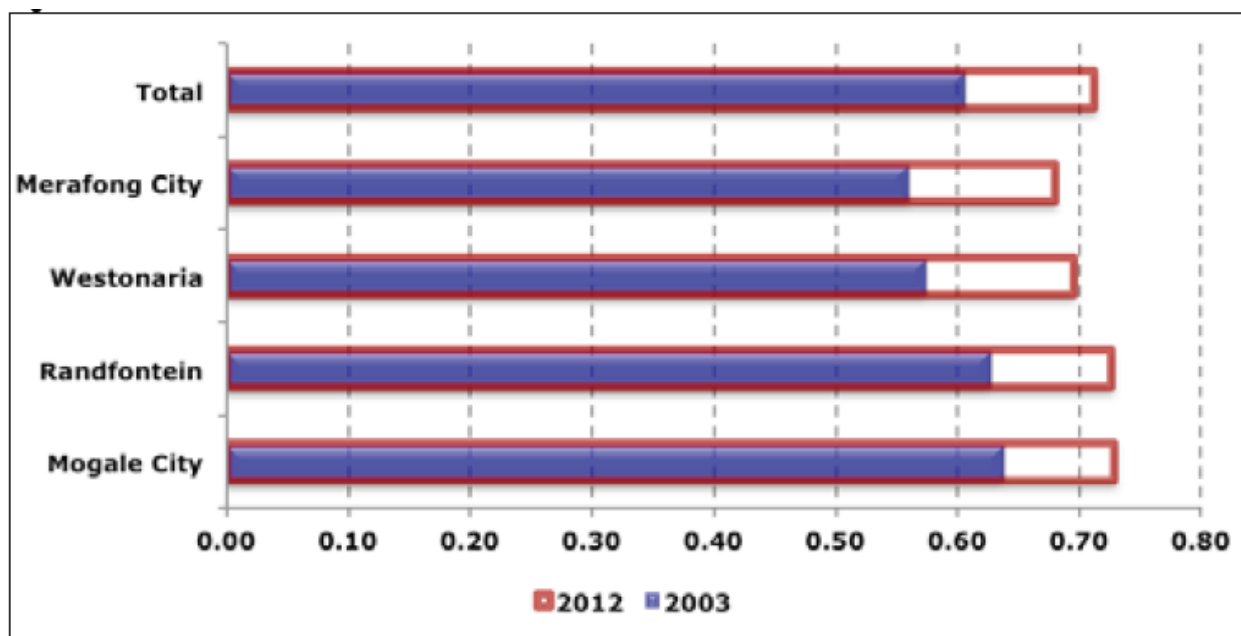
Figure 1.19: Gini Coefficient, West Rand District, 2003 & 2012



Source: IHS Global Insight, 2013

Figure 1.19 shows the Gini coefficient for the West Rand and its component local municipalities in 2003 and 2012. The West Rand had a relatively low Gini, at 0.62 in 2003 and 0.61 in 2012. The highest level of inequality was in Mogale City, with a Gini of 0.63 in 2003; this had declined to 0.62 by 2012. Westonaria had a Gini coefficient of approximately 0.60 in 2003, the lowest amongst the West Rand local municipalities. Its Gini coefficient had decreased to 0.58 by 2012.

Figure 1.20: HDI, West Rand District, 2003 & 2012



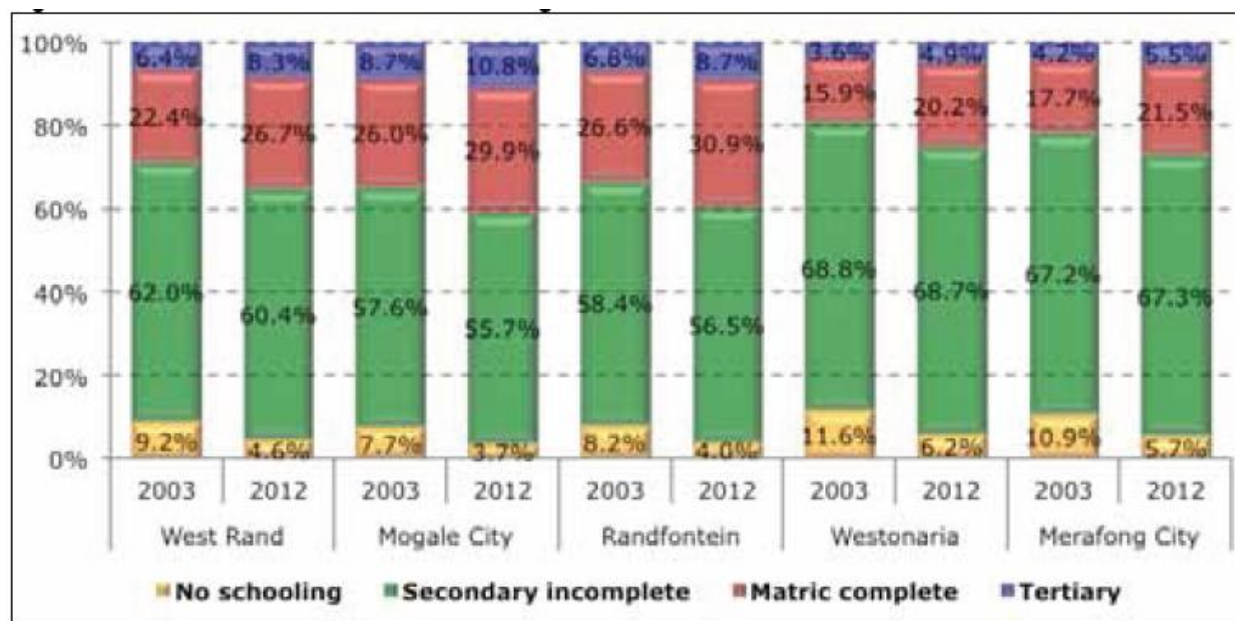
Source: IHS Global Insight, 2013

Figure 1.20 shows the HDI in the West Rand and its local municipalities for 2003 and 2012. As in Sedibeng, the HDI for the West Rand rose from 0.61 in 2003 to 0.71 in 2012. An increasing trend is visible for all the local municipalities over the review period. At 0.64, Mogale City had the highest HDI in 2003, rising to 0.73 by 2012. Randfontein's HDI was 0.63 in 2003 and, at 0.73, was the same as that of Mogale City in 2012. Merafong City had the lowest HDI in the West Rand in both 2003 and 2012, at 0.56 and 0.68 respectively.

1.2.8 EDUCATION PROFILES

This section analyses the education profiles of the local municipalities within West Rand district. Due to the lack of data, the section only analyses education attainment for the local municipalities.

Figure 1.21: Education Attainment, Persons Aged 15+, West Rand District, 2003 & 2012



Source: IHS Global Insight, 2014

Figure 1.21 shows the shares of the populations, aged 15 years and above, of the West Rand district and its local municipalities by highest education attainment, for 2003 and 2012. In Mogale City, the shares of those with no schooling and those with an incomplete secondary education decreased to 3.7 and 55.7 percent, respectively, in 2012. The shares of those with Matric as their highest attainment and those with tertiary education also rose, to 29.9 and 10.8 percent respectively, in the same year. In Randfontein, the changes in the shares followed the same pattern. In 2012, 4 percent of residents had no schooling, 56.5 percent had not completed secondary education, 30.9 had a Matric and 8.7 percent had tertiary education.

In Westonaria, 11.6 percent had no schooling in 2003, but only 6.2 percent in 2012. The share of those with schooling but who had not completed secondary education remained largely static at 68.8 in 2003 and 68.7 percent in 2012. The shares of those with Matric and with tertiary qualifications both increased, to 20.2 and 4.9 percent respectively. Despite a decrease in the share of those with no schooling, from 10.9 percent in 2003 to 5.7 in 2012, Merafong City was the only West Rand municipality to record an increase in the share of those with incomplete secondary education. The increase was marginal, however, from 67.2 percent in 2003 to 67.3 by 2012. In that year, 21.5 percent of residents had a Matric and 5.5 percent had tertiary education.



SECTION C:

1.3 POWERS AND FUNCTIONS OF THE MUNICIPALITY

Division of powers and functions between the WRDM and the Local Municipalities: Section 84(1) of the Municipal Structures Act states the following competencies of a district municipality:

- Integrated development planning;
- Municipal roads and airports;
- Municipal health services and fire fighting services;
- Establishment, conduct and control of fresh produce markets;
- Promotion of local tourism;
- Municipal public works relating to the above functions;
- Receipt, allocation and, if applicable, the distribution of grants;
- Imposition and collection of taxes, levies and duties;
- The Minister for Local Government authorized the local municipalities to perform the following district municipal functions:
 - Potable water;
 - Bulk supply of electricity;
 - Domestic waste water and sewage disposal systems;
 - Disaster Management;
 - 107 National Emergency Telephone Service



SECTION D:

1.4 PROCESS FOLLOWED IN DEVELOPING THE IDP

1.4.1. IDP FRAMEWORK PLAN AND PROCESS PLAN

BACKGROUND - West Rand District Municipality and its constituent Local Municipalities adopted their five year Integrated Development Plans (IDPs) for 2011/12 to 2015/16, in terms of Chapter 5 Section 25 (1), Section 27 and 28 of the Municipal Systems Act of 2000. These IDPs are strategic planning instruments which were developed and adopted to guide and inform all planning, budgeting, management and decision making in municipalities. IDPs are also developed to guide municipalities on issues such as infrastructure development, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.

In terms of section 34 of the Municipal Systems Act, each district municipality must adopt a framework for integrated development planning in the area as a whole, and it must be agreed upon by both local municipalities and district municipality. The IDP framework is therefore developed to ensure coordination and alignment in the whole IDP process by all role players.

WHAT IS THE FRAMEWORK PLAN? The function of the Framework Plan is to ensure that the process of the district IDP and local IDPs are mutually linked and can inform each other, ensuring co-operative governance as contained in section 41 of the Constitution. The Framework must:

- a) Identify the plans and planning requirements binding in terms of national and provincial legislation and identify those which were omitted in the past IDP process;
- b) Identify the matters to be included in the district and local IDPs that require alignment;
- c) Specify the principles to be applied and co-ordinate the approach to be adopted;



- d) Determine procedures for consultation between the district municipality and the local municipalities;
- e) Determine the procedures to effect amendments to the Framework Plan;
- f) Incorporate comments from the MEC and those derived from self-assessments; and
- g) Provide guidelines for the Performance Management System (PMS) and Integrated Development Plan (IDP) implementation and communication plans.

Therefore the Framework Plan is a co-ordination tool for the WRDM to ensure that interrelated parallel planning processes within the district are coordinated to obtain maximum benefit for the district as a whole.

Elements of the IDP Framework plan

The IDP Framework Plan comprises the following elements:

- ✚ Elements of the IDP;
- ✚ Framework programme with time frames;
- ✚ Mechanisms and procedures for alignment;
- ✚ Mechanisms and procedures for consultation;
- ✚ Binding plans and planning requirements at Provincial and National level; and
- ✚ Procedures and principles for monitoring the planning process and amendment

LEGISLATIVE BACKGROUND

Constitution Act 108 of 1996 - the Constitution mandates that a municipality must undertake developmentally-orientated planning so as to ensure that it:

- a. strives to achieve the objectives of local government set out in section 152;
- b. gives effect to its developmental duties as required by section 153;
- c. together with other organs of state contributes to the progressive realization of fundamental rights contained in sections 24, 25, 26, 27 and 29;

White Paper - "South Africa has been given a rare and historic opportunity to transform local government to meet the challenges of the next century". The White Paper establishes the basis for a new developmental local government and characterizes it as a system, which is committed to working with citizens, groups and communities to create sustainable



human settlements which provide for a decent quality of life and meet the social, economic and material needs of communities in a holistic way.

To achieve developmental outcomes will require significant changes in the way local government works. The White Paper further puts forward three interrelated approaches which can assist municipalities to become more developmental:

- Integrated development planning and budgeting;
- Performance management; and
- Working together with local citizens and partners.

Municipal Systems Act 32 of 2000 - the Municipal Systems Act (32 of 2000) is the key legislation that gives direction and guidance on the development processes of the IDP. Chapter five of the act details the process as follows:

Section 25(1) mandates that each municipal council must, upon election adopt a single, inclusive and strategic plan which:

- a. links, integrates and co-ordinates plans;
- b. aligns the resources and capacity with the implementation of the plan;

Section 27 mandates the district municipality, in consultation with the local municipalities – to adopt a framework for integrated development planning, which shall bind both the district municipality and its local municipalities.

On the basis of the agreed framework plan, Section 28 mandates that each municipal council must adopt a process plan to guide the planning, drafting and adoption and reviewing of its integrated development plan.

Local Government: Municipal Planning and Performance Management Regulations, 2001 – The regulations were issued in 2001 so as to develop further guidelines and clarity in the issues of the IDPs, The Municipal Planning and Performance Management Regulations set out in detail requirements for Integrated Development Plans.

Municipal Finance Management Act 56 of 2003 - the MFMA (56 of 2003) speaks about promotion of cooperative governance and makes special emphasis on alignment of the IDP and the Budget. This is enshrined in chapter 5 of the MFMA (Act 56 of 2003).



Consequently, the West Rand District Municipality, in pursuit of the above legislative directives, is presenting this IDP framework to guide its process plans and consequently the IDP plans of both the district itself and the local municipalities within the area of its jurisdiction.

IDP Process - the 2015/16 IDP Review process is undertaken in order to achieve the following:

- To inform other components of the municipal business process, including institutional and financial planning and budgeting; and
- To inform the cyclical intergovernmental planning and budgeting cycles.

The IDP process will focus and be influenced by the following areas:

- Local Government MEC's comments;
- Improvement on the IDP/Budget Process based on the previous performance;
- Amendments on the existing documents/newly adopted policies; and
- Adjustment of powers and functions.

As per legislative requirement, an adopted IDP is submitted to the MEC of Local Government and Housing for comments. These comments will be incorporated during the review process to influence the finalization of the process. However, it is necessary that they are received on time to allow municipalities' ample time to process and put them in effect.

In summing up the above, the outlined IDP Framework with timeframes, role players, mechanisms of alignment and the binding legislations, ensures that the WRDM will table the IDP and Budget on time. Compliance with the timeframes provided will allow enough time to table the Draft IDP and Budget on or before March and take it to council for approval on or before in May each financial year.



The way forward is for all municipalities to prepare Process Plans in concurrence with the District Framework Plan and set out the following:

- HOW the planning process will unfold per municipality;
- WHAT actions are required;
- WHO will be responsible for implementing these actions;
- WHEN will the action have to be implemented; and
- WHAT will the actions COST?

The achievement of an aligned IDP process depends on the co-operation of all municipalities in order to achieve their developmental objectives in a spirit of co-operative governance.

1.4.2. PUBLIC PARTICIPATION

The West Rand District Municipality prioritizes community engagement in the IDP processes. In July 2014, the IDP Representative Forum meeting was held wherein the IDP Review Framework was tabled for deliberation by stakeholders. Accordingly presentations were offered to various stakeholders as part of the development of the IDP, as outlined in the IDP Review Framework.

The IDP week was held in November to December 2014 wherein the various interactive engagements were held through the various sector meetings. In these sessions the performance for the 2013/14 and progress made thus far in 2014/15 was presented and also deliberated by the various stakeholders. Furthermore these sessions served as a platform for soliciting community input that is incorporated in the 2015/16 IDP Review.

Inputs from the IDP Representative Forum Meeting held on the 09TH MARCH 2015

This Forum meeting resolved to highlight the following inputs from Government departments that were present and gave presentation on these matters

The inputs are as follows:



ECD

- ❖ Representative from crèche forum (20)
- ❖ How do you relate with you?
- ❖ N.B. for society
- ❖ Need to have the seminar of all ECD will then voice problem

2. Farmers Continuation.....

Tractors are not functional???

Zebulon-Wrong- We get reports, plus do inspection where tractors are working.

Mayor

- Need facts
- Must serve greater communities
- Be vigilant – cannot favour one person

Need to work in forums scheduled meetings

3. Statistics South Africa

Support in evidence based research

Provide Stats into Municipalities

Mayor

- NB. To know trends
- E.g. Grant-lot more young people are applying
- Unit in Municipalities-can get same information
- Software was installed



4. Mining West Rand relies on

Last Gold will be mined in 10 years (more expensive going deep)

Mayor

- Social trends (HIV, TB etc.)
- More difficult ,but can (solution)
- Need to be scientific
- Can we set up unit to do research-processed knowledge-data
- Work with IDP
- Eg. Tshwane-pull excellence from all over –which does not return home
- Left with poverty, poor education etc, leads to protest etc.

UNIT TO BE ELEVATED

IDP SHOULD BE IN DISTRICT

5. Training

- Training (children) youth ,Chefs,waiters,etc
- Use schools
- Knowledge must feed broad area
- Engage mines- have facilities (Need FET to be a subject in higher education)

FET: Fire arms

Security officers –male a blunder of crime scene –can train them

How to handle crowd management

Mayor

1. How to work with us :Public safety
2. FET: too many doing same courses need to have specialities



6. SPORTS

Economic development and sports have an integrated relationship.

Need to receive sports Council

Meeting all codes to be there (bring different sports to township)

E.g. driving range

Art & Culture plus heritage

Mayor

End of May – prelaunch sports

All Municipalities to identify piece of land-est. driving school council

7. Arts and Culture heritage:

Need a summit by end September

- We do not have budget for summits
- Have a policy gone to council

Mayor

We need to get funds

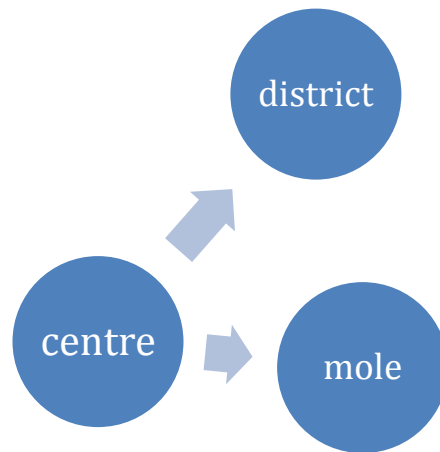
Departments not here

- Labour
- Education
- GEP

Reconcile with IGR



Mines



All

municipalities need to engage with all sectors

The Municipal Manager responded by saying the IDP do have sector meetings around September there is a need to share information from these meetings

Mayor said the Forum need to track e.g. give X but do not follow up

Sibanye Gold

Promised to give trees

They have a community engagement section and they have monthly meetings

They have prioritize housing for employees

Want integrated developments

They are establishing an incubation centre that will train/ skill local people

1000 houses to start

South Deep

A representative who was not in a position to commit

Provincial Government

Cogta

Supporting IDPs

Analyse IDPs

The Mayor said he wanted a person who will show what assistance we will receive from various departments

e.g. –how many houses we will receive

- When is Lanseria airport is going to be build

- Agritroupolis can be expected

Transport

Challenges

Permits – limited

Police stopping taxis

Province – has permits they are withheld

Discussion about broadening going to busses

Hernia made mention that they have meetings with relevant associations

Mayor said we need to bring major stakeholders not affiliates only

Provincial Master Plan must address taxi-bring issues to meeting owners



Taxi union

Potential of bringing employment

Bus service people are confused – underground violence

They want clear invites

Mayor – How do we ensure transport sees to people e.g. those who work early hours of the morning

Construction

Their members do not comply

Mayor – cannot let local people to lose out – sub-contract be a proper Forum

Mayor – Very NB

Need to look for tourism product

E.g. Township tourism

Deepest mine

Farmers / Informal Traders

MMC responsible met with both groups

Farmers Association / Co-operative meet as study group

Their challenges – Water

- Transport to meetings they wait long for taxis

Question – Do you benefit from tractors?

Answer – No

Question – NB to know who is using them

Zebulon – They are working – get reports from locals – how many hectares benefited etc



Question – Can we re-group/Report on all tractors Govt property

Farmer – Requested Randfontein for a tractor – she was told they are broken

Tourism

Regional Manager (Prov)

They are doing some things right other wrong

Chair & MM – heighten participation

There is a policy strategic plan local municipalities do own thing

Sign SLA – need to

Should not be haphazard

West Rand has great tourism potential

Predominantly local visitors

Premier – said West Rand is most visited in Gauteng

Mayor – Weakness Govt – we are too fragmented policies from Province must work here

Easy to point fingers

Need SLA – what can be done?

Mayor – Very NB

Need to look for tourism product

Eg Township tourism

Deepest mine



Shadrack

PP – World Heritage Site

2008 – Now

Question – How many communities have benefited?

Answer – Investment was Infrastructure

Question – No tangible benefits

Answer – Maroping/ Strerkfontein employment

Question – Have enormous are but how have the close community benefit

Cllr Thabe – Not much happens for communities

1000 learners go to Maroping

We want to see which schools



SECTION E:

1.5 SPATIAL ECONOMY AND DEVELOPMENT RATIONALE

1.5.1. UNDERSTANDING THE SPATIAL ECONOMY

This IDP is formulated within the context of the new policy directive in the form of the National Spatial Development Perspective. This policy context should be recognized as it is to shape the analysis of the challenges at hand as well as the interventions in terms of development objectives, strategies and projects. The NSDP argues that poverty, inequality and deprivation are manifested in space. This policy directive appreciates that while strategic planning is important and probably the correct approach given the challenges at hand, its effectiveness is reliant on mixing it with spatial planning.

The approach of spatially referencing our analysis and intervention maximises overall social and economic impact of government investment and provides a rigorous basis for interpreting strategic direction in terms of what type of intervention is effective, in what type of areas. In line with the NSDP principles that, given our objective to grow the economy, create jobs, address poverty and promote social cohesion, our IDP should enable us to say:

- Where should government direct its investment and development initiatives to ensure sustainable and maximum impact; and
- What kinds of spatial forms and arrangements would be more conducive to the achievement of our objectives of democratic nation building and social and economic inclusion

Success is mainly achieved through focused and polarised investment. Taking its cue from the theory and studies discussed above, the National Spatial Development Perspective (NSDP) argues that:

- Location is critical to enable the poor to exploit opportunities for growth;
- Poor people concentrated around economic centres have greater opportunity to gain from economic growth;



- Areas with demonstrated economic potential provide greater protection due to greater diversity of income sources; and
- Areas with demonstrated economic potential are well positioned to contribute in overcoming poverty.

Again, to take this proven theory on the space economy the NSDP puts forward a set of five normative principles in order to contribute to the broader growth and development policy objectives of government:

Principle 1

- Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is a key issue.

Principle 2

- Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

Principle 3

- Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

Principle 4

- Efforts to address past and current social inequalities should focus on people, not places.
- In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment to exploit the potential of those localities.



- In localities with low economic potential, government should, beyond the provision of essential services, concentrate primarily on human capital development. This can be done by providing social transfers such as grants, education and training poverty relief programmes and reducing migration costs by providing labour market intelligence so as to give people better information, opportunities and capabilities. This would enable people to gravitate, if they so desired, to localities that are more likely to provide sustainable employment and economic opportunities. In addition, sound rural development planning, aggressive land and agrarian reform as well as expansion of agricultural extension services are crucial

Principle 5

- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes;
- The NSDP further gives a directive that investment and development plans should support the country's growth and development objectives by focusing growth and employment in areas where it is effective and sustainable;
- supporting restructuring to ensure competitiveness;
- fostering development on the basis of development potential; and
- ensuring that basic needs are addressed

1.5.2. DEVELOPMENT RATIONALE

Two fundamental theories influence the formulation or development of all policies adopted by all structures of the South African State at all levels. The first theory is that local government should be a developmental local government i.e. it should be an agent for development of communities and also the approach to service provision needs to be developmental. The second theory is that of understanding the space economy in the sense that different geographic spaces in any country, province or municipality have different

social and economic potential. It further argues that investment should be targeted according to the varying potential.

1.5.2.1 DEVELOPMENTAL LOCAL GOVERNMENT

A developmental local government is best understood when defined through the developmental state. A prerequisite to developmental local government is a developmental state, as it never exists in isolation and always within the framework of a broader state. Ours is not just a developmental state, but a democratic developmental state. A democratic developmental state is not only able to transform its economic base by promoting productive, income generating economic activities, but must ensure that economic growth has the resultant effect of improving the living conditions of the majority of its population.

To position a state in such a way that it realises its intentions to be developmental, it needs to have clearly defined socio-economic objectives that require active state intervention. According to research, what sets a developmental state apart from others is that not only is it able to clearly set its development objectives, it also establishes institutional structures geared to achieve the set objectives.

1.5.2.2. DEFINING THE INTEGRATED DEVELOPMENT PLAN

The Municipal Systems Act (Act No. 32 of 2000) stipulates that all municipalities in South Africa must prepare an Integrated Development Planning (IDP) for their area of jurisdiction.

IDP is a continuous process whereby municipalities prepare a five year strategic developmental plan. These plans are reviewed annually in consultation with communities and stakeholders. These plans seek to promote integration by balancing social, economic and ecological pillars of sustainability without compromising the institutional capacity required in the implementation, and by co-ordinating actions across sectors and spheres of government.



An IDP is a single inclusive strategic plan for municipalities that:

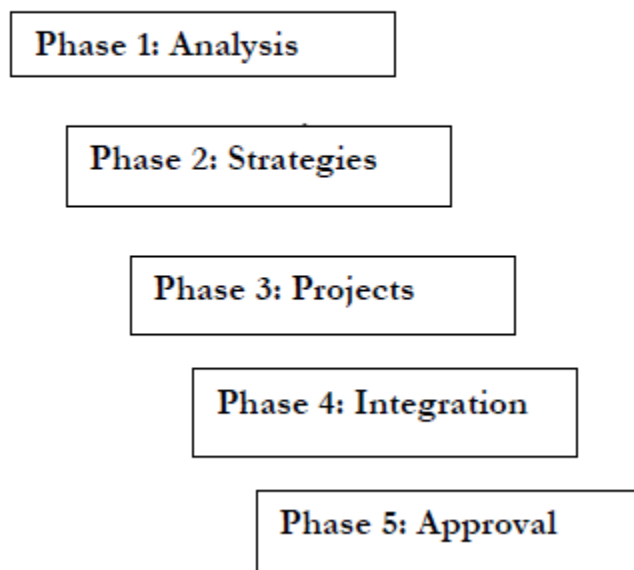
- integrates and co-ordinates service delivery within a municipality;
- forms the general basis on which annual budgets must be based;
- aligns the resources and capacity of the municipality within the implementation of the plan;
- assists a municipality in fulfilling its constitutional mandate as a developmental local government; and, facilitates the process of democratisation through vigorous public participation.

1.5.2.3 INTEGRATED DEVELOPMENT PLAN PROCESS

The IDP is an approach that is meant to be systematic (but not rigid) sequences of planning events which are undertaken in five phases. The figure and table below describes the five phases, their purpose, processes, outputs as well as the roles and responsibilities of local and district municipalities.

The process of developing an IDP is done in *five key phases* which include:

Figure: 1: IDP Phases



Phase 1 determines the situation of municipalities, their priority issues as well as an indication on what the plans should be focusing on. **Phase 2** is where development objectives, strategies and vision based on key issues are formulated. **Phase 3** is derived from the strategies, objectives and vision to inform concrete proposals for projects to implement these strategies. **Phase 4** is to ensure that all sector plans from within and outside the municipality are aligned and integrated. Phase 5 is the public comments and approval of the plan.

Phase 1: Situation Analysis

PURPOSE	PROCESS	OUTPUTS
<p>To:</p> <p>Ensure that decisions will be based on:</p> <ul style="list-style-type: none"> - people's priority needs and problems - available and accessible resources - dynamics influencing the development in municipalities 	<ul style="list-style-type: none"> - Data-based analysis of service standards/gaps - Participatory problem analysis/issues prioritization - In-depth analysis related to identified priority issues 	<ul style="list-style-type: none"> - Assessment of the existing level of development - Priority issues/problem statement - Understanding of nature/dynamics/causes of these issues - Knowledge on available resources and potential

Phase 2: Development Strategies

PURPOSE	PROCESS	OUTPUT
<p>To:</p> <p>Ensure broad inter-sectoral debates of tracking priority issues. Considering policy guidelines and principles, available resources, interlinkages, competing requirements and agreed vision.</p>	<ul style="list-style-type: none"> - Inter-sectional workshops as a forum for open discussion - Workshop (as a rule) at district level with all I&AP's in order to ensure: <ul style="list-style-type: none"> o well informed and well facilitated strategic debates o That cross-boundary issues and inter-government/sector alignment issues are taken care of. 	<ul style="list-style-type: none"> - Vision (for the municipality) - Objectives (for each priority issue) - Strategic options and choice of strategy (for each issue) - Tentative financial framework for projects - Identification of projects

Phase 3: Projects

PURPOSE	PROCESS	OUTPUTS
<p>To:</p> <p>Ensure a smooth planning/delivery link by providing an opportunity for detailed and concrete projects planning process</p>	<p>The Project Task Team in consultation with specialists from provincial/national agencies and from the communities or stakeholders affected by the project are in charge of working out projects</p>	<ul style="list-style-type: none"> - Indicators (quantities, qualities) for objectives - Project outputs with targets and location - Major activities, timing - Responsible agencies/actors - Cost and budget estimates and resources of finance

Phase 4: Integrated sectors and dimensions

PURPOSE	PROCESS	OUTPUTS
<p>To:</p> <p>Ensure that the results of project planning will be checked for their compliance with vision; objectives,</p>	<p>Presentation of project proposals to the IDP Representative Forum and discussion</p> <p>Matching, alignment (within municipalities)</p>	<ul style="list-style-type: none"> - Revised project proposals - 5-year financial plan - 5-year capital investment programme

PURPOSE	PROCESS	OUTPUTS
<p>strategies and resources and that they will be harmonized. The harmonization process will result in a consolidated spatial, financial and institutional framework as a second basis for smooth implementation</p>	<p>Revision by Project Task Teams</p> <p>Compilation of revised proposals.</p>	<ul style="list-style-type: none"> - 5-year municipal action plan - Integrated Spatial Development Framework - Integrated programme for LED, environmental issues, poverty alleviation, gender equity and HIV/AIDS - Institutional plan for implementation management - Consolidated monitoring/performance management system - References to sector plans (outcomes of sector plans to be fed back into IDP process) - Disaster Management Plan



Phase 5: Approval

PURPOSE	PROCESS	OUTPUTS
<p>To:</p> <p>Ensure that, before being adopted by the Municipal Council, all relevant stakeholders and interested parties, including other spheres of government have been given a chance to comment on the draft plan, thus giving the approved plan a sound basis of</p>	<ul style="list-style-type: none"> - Discussion of Draft IDP in the Municipal Council - Providing opportunity for public comments - Amendments in line with comments - Approval by Municipal council - District – level alignment: Horizontal co-ordination 	<p>An amended and adopted Integrated Development Plan</p>
PURPOSE	PROCESS	OUTPUTS
<p>legitimacy, support and relevance</p>	<ul style="list-style-type: none"> - Provincial/National level alignment <ul style="list-style-type: none"> o legal compliance check o sector alignment o feasibility check/professional feedback - Amendments and /or response by local councils - Financial adoption by Council 	



IDP Structural Arrangements

The following table portrays the structures/stakeholders, composition, and the roles and responsibilities in respect of the Integrated Development Planning Process in the West Rand District Municipality.

Table 8: IDP STRUCTURES, ROLES AND RESPONSIBILITIES

STRUCTURE	ROLES AND RESPONSIBILITIES
The WRDM Council and the Mayoral Committee	<ul style="list-style-type: none"> • Council is the ultimate decision making body. Its role is mainly to consider and adopt the IDP; • Council and the Mayoral Committee play an oversight role during the IDP process; • the Mayoral Committee is consulted before the approval of the IDP framework, development of priority issues and the adoption of the IDP by Council;
IDP Representative Forum	<ul style="list-style-type: none"> • The IDP representative forum, which consists of the district IDP technical committee, IDP coordinators, all councillors in the district, representatives from stakeholders in the district, the Executive Mayors of local
	<p>municipalities, and municipal managers of local municipalities, is chaired by the Executive Mayor of the District;</p> <ul style="list-style-type: none"> • The IDP representative forum ensures effective and efficient public participation on matters of the IDP process. This structure would meet to consult on the content of the IDP; and • Discuss the development, implementation and review of the municipality's SBDIP and monitor the municipality's performance in relation to the key performance indicators and performance targets set by the municipality.

WRDM Management	<ul style="list-style-type: none"> • The IDP Management Team is chaired by the Municipal Manager; • The role of this committee is to provide overall management and co-ordination of the planning process submitting the relevant technical, sector and financial information for analysis and determining the priorities; • Contribute technical expertise in the consideration and finalization of the strategies and implementation of projects; and • The IDP steering committee meets at least bi-monthly to assess the progress made and guide the process of IDP preparation.
IDP Coordinators Forum	<ul style="list-style-type: none"> • The Coordinator's Forum provides a platform wherein the District and Local Municipalities discuss areas of mutual interest and provide IDP alignment between all municipalities; and • The IDP coordinators meet at least once a month to discuss the alignment process.

1.5.2.4. WRDM 2015/16 IDP REVIEW PROCESS

The West Rand District Municipality's IDP is produced in 5 year cycles, the 2015/2016 IDP Review being the fourth annual review within the third round of the integrated development planning process. The review allows for continual strategic refinement of this process, with alignment of budgets, programmes and projects, and mechanisms for monitoring of progress and performance. The WRDM's IDP is a document that is produced entirely in-house.

Importantly this concerted effort occurs in conjunction with other governmental and civil society partners. The IDP is produced with on-going consultation with many different stakeholders through a variety of forums. Stakeholders in the IDP process are key role



players with an interest in the integrated development of the municipality. In order to engage with the views of these role-players, the WRDM has adopted an IDP Week approach where in one full week different sectors meet and discuss issues that feed into the IDP for the current or upcoming financial year. For the 2015/16 Financial Year, the IDP week was held in November to December 2014 wherein the various interactive engagements were held through the various sector meetings

This Integrated Development Plan is one of the key tools for Local Government to achieve its developmental role and seeks to arrive at decisions on issues such as municipal budgets, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.

The IDP, however, is prepared in alignment with the budget of the municipality, resulting in the development and submission of the Service Delivery and Budget Implementation Plan (SDBIP). The development of this IDP was in consultation with the national, provincial departments and the constituent local municipalities as well as the community in the area of jurisdiction of the WRDM.



SECTION F

1.6 STATUS QUO ASSESSMENT

The status quo assessment indicates the state of affairs in the municipality in relation to the municipality's Key Performance Areas.



1.6.1 ASSESSMENT/ANALYSIS OF THE MUNICIPALITY'S STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

Having said this, the tables below provide an assessment/analysis of the municipality's strengths, weaknesses, opportunities and threats (SWOT). A SWOT analysis is a strategic balance sheet of an organization; that is the strengths of the organization, the weaknesses of the organization, the opportunities facing the organisation, and the threats facing the organisation. It is one of the cornerstone analytical tools to help an organisation develop a preferred future. It is one of the time tested tools that has the capacity to enable an organisation to understand itself. To respond effectively to changes in the environment; to understand its external and internal contexts so as to develop a vision and strategy that links the two.

The SWOT analysis detailed in the tables below pulls from the WRDM Strategic Planning session:

STRENGTHS	WEAKNESSES
ORGANISATIONAL <ul style="list-style-type: none"> • Approved organisational structure • Air quality licensing authority • Cash-backed budget • Declared transport area for the region • The right people in the right positions on a senior level • Functional regional audit & performance committee • Consistently unqualified audit opinion • Stakeholder partnerships • Committed management team INTEGRATION <ul style="list-style-type: none"> • Regional integrated public safety services 	FINANCIAL <ul style="list-style-type: none"> • High salary bill • Inability to fund programmes and projects • Entertainment of unfunded mandates • Non-functioning transformation committees • No regional ICT steering committee to integrated ICT into a shared service • Inability to increase income generation • Poor planning in terms of timing and spending budget ORGANISATIONAL <ul style="list-style-type: none"> • Municipalities legislatively autonomous • Implementation of code of conduct • Inability to cascade Performance management

<ul style="list-style-type: none"> • Regionalised municipal health services • Regional transformation committee • Functional IGR forum • West Rand Development Agency • A functional integrated law enforcement approach across the region • Regional corporate governance risk committee • Range of forums • Functional local labour forum • Functional mining forum <p>GEOGRAPHICAL</p> <ul style="list-style-type: none"> • Adjacent to Lanseria • Home to a world heritage site –cradle Tourism 	<ul style="list-style-type: none"> • Loss of Institutional memory when senior managers leave • Poor culture of resource management • No subsidised bus services (dominance of taxi mode) • Resistance from municipalities based on the autonomy that they have • Inability to apply for bigger Green economy projects • Grant dependency • Inability to attract and retain talent • Failure to replenish cash reserves • Lack of alignment in planning <p>INFRASTRUCTURAL</p> <ul style="list-style-type: none"> • Lack of suitable land for development <p>INTEGRATION</p> <ul style="list-style-type: none"> • No proper East – West linkage (extension of N17) • Weak organisational structure (Employment Equity not yet correct)
<p>OPPORTUNITIES</p> <p>INTERNAL /ORGANISATIONAL</p> <ul style="list-style-type: none"> • Vision 2016 and beyond • Industrial strategy in place needs to be unpacked <ul style="list-style-type: none"> ○ Shared services ○ Accreditation to do human settlements delivery ○ Green IQ strategy in place needs to be unpacked ○ Good sound political leadership _strength • Improve employment practices to become an employer of choice –properly implement “go west project” <p>ECONOMIC DEVELOPMENT</p> <ul style="list-style-type: none"> • Opportunities as outlined in the IDP • Seamless budgeting processes • Shared resources between municipalities • Urban neighbourhood development through the urban network plan • Seek funding elsewhere for unfunded mandates especially, regional and national <ul style="list-style-type: none"> ○ Agriculture opportunity – partnership with Gauteng ○ Introduce subsidised service • Fully functional and supported development agency <p>INCOME GENERATION</p> <ul style="list-style-type: none"> • Treatment of water and job creation opportunities around acid mine drainage –Green IQ strategy implementation • Deepest mine in the world 	<p>THREATS</p> <p>INFRASTRUCTURAL</p> <ul style="list-style-type: none"> • Lack of tertiary education infrastructure in the West Rand • Declining mining operations – employment rates • Aging infrastructure – vandalism – capacity • Lack of infrastructure • Low skills level <p>ECONOMIC</p> <ul style="list-style-type: none"> • Pollution (air, water, amd) • People reluctant to invest in infrastructure in a dolomitic area <p>REGULATORY</p> <ul style="list-style-type: none"> • Over- regulation, compliance • Slow progress on rehabilitation of mining areas • Approval of the fine schedule by-laws by the magistrate • Acid mine drainage <p>SOCIO-ECONOMIC</p> <ul style="list-style-type: none"> • In-migration from rural areas • HIV Aids • Poverty – increasing unemployment rates

<ul style="list-style-type: none"> • Introduction of tariffs and finalising of fines • Introduction of Local business tax • Rebranding and marketing of the region • Tourism – economic development • Single public safety unit -Licensing and traffic • Development of the Broadband backbone/ network across the region • Introduction of fire-fighting and rescue levies in the region <p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> • Cleanliness • Geographic location, corridor to the region (SADC) • Availability of land and green positioning 	
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1.6.1 DEVELOPMENT PRIORITIES

To be tabled.



1.6.2 THE STRATEGIC APPROACH

Legislatively, every municipality needs to develop and adopt a principal strategic planning instrument. For the West Rand District Municipality (hereinafter „the WRDM“), its Integrated Development Plan (IDP) is such an instrument, guiding the WRDM's on-going planning, management and developmental actions. In addition, it acts as the local government's blueprint in pursuing its vision for one municipality in the short, medium and long term.

During the inception of the 2011/12 – 2015/16 IDP, the Municipality had identified eight strategic goals that are aligned to the municipal key performance area. To date, these eight strategic goals have been revised and reduced to five. It is also important to indicate that Strategic Goal 1, 2 and 3 were slightly amended so that they would give a clear depiction as to where the municipality wants to go.

The Strategic Goals were reduced so as to ensure effective allocation of the municipality's resources. With this point of reference in mind, the revised key strategic goals have been listed as follows:

- ***Strategic Goal 1:*** Regional Planning and Economic Development: Economic Development makes the West Rand District a prosperous, sustainable, investment attractive region
- ***Strategic Goal 2:*** Health and Social Development: Long and healthy life for all people within socially integrated communities
- ***Strategic Goal 3:*** Public Safety Services: Ensuring that the West Rand communities feel and are safe
- ***Strategic Goal 4:*** Sustainable Governance for Local Communities
- ***Strategic Goal 5:*** Business Excellence within the WRDM



1.6.3 AMALGAMATIONS AND MERGERS: SINGLE TIER MUNICIPALITY IN THE WEST RAND

As early as 2003, a need had been recognized for a newer and bigger city on the West Rand as part of the Global City Region concept. It was envisaged that this would finally undermine former apartheid-era demarcations and structures.

In 2007, a feasibility study was commissioned and this recommended a single tier of local government, which became known as a “Unicity”. The feasibility study had drawn comparisons with other secondary cities such as Buffalo City and Mangaung. The case study of Johannesburg was also utilized. The proposal was for a single governance structure for the geographic areas of Mogale City, Randfontein, Westonaria and Merafong City with integrated governance powers and functions.

The West Rand lobbied the entire government, from National, Provincial to Local and organised local government (SALGA). In 2009, a Transformation Committee was established by resolutions of all the relevant Councils. In 2011 the Transformation Committee was reconstituted. It is currently a multi-party committee composed of 15 councillors and supported by technical committees which do research and develop items for consideration.

It should be noted that the West Rand was aspiring to what was called a “B1 municipality”. This meant that the unification into a metro would be preceded by a single municipality or secondary city which was aspiring to become a metro. However, changes to legislation would be necessary before a category B1 municipality could exist without a District.

Therefore in 2011, due to existing legislation, the West Rand submission to the Municipal Demarcation Board (MDB) proposed a category A municipality by 2016 instead of a B1 Municipality. Subsequent engagements and submissions proposing that the West Rand municipalities and District should amalgamate as a single category A municipality, have not had a positive response from the MDB. 58

The Transformation Committee is convinced after comparative studies that West Rand does qualify as a Unicity. In 2012, SALGA seconded a Transformation Manager to the WRDM and a secretariat was also established to administer transformation issues.

It was also noted that the weakness in some merger proposals had been the lack of community consultation. In contrast the West Rand had started the communication process before the 2011 elections. This ultimately was localized as the Council Manifesto.

In March 2013, a multi-pronged media campaign was launched to consult and inform residents of the Unicity proposal, branded as Vision 2016.

Three Regional Strategic Sessions have been convened (2010, 2011 and 2013) at which strategic action plans were drawn. The action plans focused on the challenges, strategies to be implemented and the responsibilities of the respective technical committees and the time frames and target dates for implementation.

MUNICIPAL DEMARCATION BOARD PROCESSES

The Constitution of South Africa, 1996, (Section 155) demands that legislation must take into account the need to provide municipal services in an equitable and sustainable manner. In this context the Demarcation Act of 1998 provides for criteria and procedures for the determination of municipal boundaries. The Act empowers the Municipal Demarcation Board (MDB) to determine boundaries and categories of municipalities taking into account “the need for cohesive, integrated and unfragmented areas” (Section 25(b)). The MDB may determine that an area must have a category A municipality only after consultation with the Minister, the MEC for local government in the province concerned and SALGA.

The Municipal Demarcation Board issued Circular 2/2011 during November 2011, informing municipalities of the closing date for submission of new requests for municipal boundary changes. On the 15 December 2011 the proposal on a single category A municipality in line with Circular 2/2011, was presented to the MDB. On the 6th February 2012 a follow up submission with additional information was made. Comprehensive

written submissions to the MDB were 5 forwarded according to set timeframes and a meeting was held with the MDB in Imbizo Chamber, WRDM Offices, on 15 August 2012.

The MDB published a Section 26 Notice in newspapers on 9th December 2012, in which the MDB proposed amalgamation of Randfontein and Westonaria into a single category B municipality whilst retaining the category C District. The MDB invited written views on the matters in Notice 26 by 10 December. WRDM complied and declared that we were not in agreement with the proposal.

The West Rand District Municipality and its four local (category B) municipalities believe that the formation of a single municipal structure in the West Rand will improve the quality of governance, delivery of services and a better life for all in the West Rand.



Benefits:

- There is a need to further rationalise the total number of municipalities to achieve the objectives of effective and sustainable delivery;
- The rationalisation of the number of municipalities will assist in the financial viability of smaller municipalities;60

- A major advantage will be the cost-saving because of economies of scale, e.g. for procurement and reduced political salaries in a single Council;
- A single area is desirable for integrated development planning;
- The strengthening of social and economic linkages and development of infrastructure to link communities;
- Sharing and redistributing of financial and administrative resources;
- The attraction of investment capital and less competition between locals will lead to economic stability in the region;
- The strengthening of the tax base through inclusivity and additional opportunities;
- Uniformity of transport services and public safety and traffic services will be beneficial to communities; and
- Enabling effective local governance by eliminating the superfluous two-tier system.

MERGER OF RANDFONTEIN AND WESTONARIA

The MDB published two circulars during 2013 determining the municipal boundaries of the West Rand. The MDB proposal is to amalgamate the municipalities of Randfontein and Westonaria into one category B municipality. The West Rand would then consist of three category B municipalities (Mogale City, Merafong City and Randfontein/Westonaria) and one District (category C). This was gazetted in the provincial gazette of 08 August 2013. The WRDM (as co-ordinating structure of the transformation process) indicated acceptance of the final decision, while re-iterating its position on the preferred option.

Circular 3/2013 of the MDB confirmed the final determination. A Section 14(5) Notice was promulgated in the Provincial Gazette of 31 March 2014 (Vol 20, No 82).

In order to comply with this Notice, a Joint Sitting of the Councils of Randfontein and Westonaria was convened by the Municipal Manager of West Rand District Municipality on 17th April 2014 in Imbizo, WRDM. Nomination of representatives to Governance support structures as established by the Notice, were confirmed. Terms of Reference for the committees and an Implementation Plan were adopted. The minutes of the Joint Sitting and the names of the committee members were forwarded to the MEC and HOD of Department of Cooperative Governance and Traditional Affairs.



RECONSIDERATION OF MDB DECISION

After further interrogation and negotiations, the Minister of CoGTA, Mr Pravin Gordhan, requested the MDB to reconsider several of their demarcation decisions throughout South Africa.

On 16th January 2015, the MDB issued Circular 1/2015 with the letter from the Minister attached. In terms of this circular, a Section 26 Notice would be published with a revised programme of public meetings on the re-determination of the boundaries of the West Rand (amongst other municipalities). The reason given by the Minister for the need for re-determination was the optimizing of the financial viability of these municipalities in time for the 2016 municipal elections. The annexure to the circular (page 5) recommended the following:

“Create a category A Municipality with Mogale City as its core. Option: the whole District of West Rand becomes a Category A Municipality.”

Circulars 2/2015 and 3/2015 referred to municipalities in various provinces. Circular 4/2015 which will refer to Gauteng and Free State, is awaited. Meanwhile the Gauteng MEC of CoGTA, Mr Mamabolo, has commenced with some processes within his department. A Transformation Manager has been appointed by the MEC CoGTA.



1.6.4 MUNICIPAL KEY PERFORMANCE AREAS

In line with the status quo assessment above, this section unpacks the five (5) Key Performance Areas (KPA's) of the municipality, thereafter, unpacks the development strategies in detail. The KPA's are structured as follows:

- Service Delivery and Infrastructure Development;
- Public Participation and Good Governance;
- Institutional Development and Transformation;
- Financial Viability; and
- Local Economic Development



1.6.4.1 KPA: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

DEVELOPMENT STRATEGIES: Strategic Goal 1: Regional Development Planning and Economic Development: *Economic Development makes the West Rand District a prosperous, sustainable, investment attractive region*

Strategic Objective 1	Long term Performance Indicators
Fully functional WRDA that achieves its agreed objectives with full participation by all stakeholders	Achievement of specific objectives agreed by all stakeholders resulting in the stimulation of local economic development in terms of rand value invested in region.
Strategic Objective 2	Long term Performance Indicators
Ensure promotion and protection of environment and natural resources	Improved environment and educated communities
Strategic Objective 3	Long term Performance Indicators
Implement the Green IQ Strategy and ensure compliance to air quality standards within a five year cycle	Regulated industry and air quality compliance in terms of legislated standards.
	An Enhanced Green Economy in terms of criteria agreed in the Green IQ strategy

Strategic Objective 4	Long term Performance Indicators
Integrated Technical support and transport planning is achieved between municipalities and stakeholders in the district within 5 years	Infrastructure that improves the quality of life of people and encourages economic investment. Energy Efficiency. Increase in modal choice (green transport initiatives)
Strategic Objective 5	Long term Performance Indicators
Integrated Land Use Planning is achieved across the District within 5 years	Spatial Development Framework development and implemented on landownership and to guide decision making for developmental purposes.
Strategic Objective 6	Long term Performance Indicators
Diversify the local economy through the promotion and growth of tourism in the District	% contribution of Tourism to GGP.

DEVELOPMENT STRATEGIES: Strategic Goal 2: Health and Social Development: Long and healthy life for all people within socially integrated communities

Strategic Objective 1	Long term Performance Indicators
Ensure an environment that is conducive to health and well-being of communities.	Public health is protected through the testing of 2 600 samples of food, paint and water
	Public Health is protected through the conducting of 19 000 health inspections
Strategic Objective 2	Long term Performance Indicators
Contribute to national and provincial HIV and AIDS programme goals by ensuring that communities are reached on HIV and AIDs awareness programme	3.5 million people are reached on the HIV and AIDs awareness programme
	Measured contribution to national and provincial HIV and AIDS objectives
Strategic Objective 3	Long term Performance Indicators
Ensure promotion of arts and culture leading to marketing and stimulation of the local economy.	Annual Go West Heritage Week event held



DEVELOPMENT STRATEGIES: Strategic Goal 3: Public Safety Services: Ensuring that the West Rand communities feel and are safe

Strategic Objective 1.	Long term Performance Indicators
The Communities in the District receive Integrated Emergency Services that meet or exceed regulated standards	% of all Priority 1 Emergency Medical Calls Responded to within 15 Minutes
	% of patients treated and transported to medical facilities
	% of all Fire Calls Responded to within 15 Minutes
	% of all Rescue Calls Responded to within 15 Minutes
Strategic Objective 2.	Long term Performance Indicators
The communities in the District receive Integrated Disaster Management & Community Safety services that meet regulated standards	% Implementation of all Disaster Management Programmes measured on annual basis
	% Response to all Disaster Management Incidents within 24hrs
	% Implementation of all Community Safety Programmes measured on annual basis
Strategic Objective 3.	Long term Performance Indicators
Traffic Services are included in Integrated Public Safety services within the 2016/17 financial year	Traffic services are integrated across the WRDM area



1.6.4.2 KPA: PUBLIC PARTICIPATION AND GOOD GOVERNANCE

STATUS QUO ASSESSMENT

STRATEGIC GOAL 4: Sustainable Governance for Local Communities

STRATEGIC OBJECTIVE: 4.1 Broaden Local Democracy; **4.2** Local Government Accountability

I. IDP FRAMEWORK PLAN AND PROCESS PLAN

West Rand District Municipality and its constituent Local Municipalities adopted their five year Integrated Development Plans (IDPs) for 2011/12 to 2015/16, in terms of the Chapter 5 Section 25 (1), Section 27 and 28 of the Municipal System Act of 2000. These IDPs are strategic planning instruments which were developed and adopted to guide and inform all planning, budgeting, management and decision making in municipalities. IDPs are also developed to guide municipalities on issues such as infrastructure development, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.

In terms of section 34 of the Municipal Systems Act, each district municipality must adopt a framework for integrated development planning in the area as a whole, and it must be agreed upon by both local municipalities and district municipality. The IDP framework is therefore developed to ensure coordination and alignment in the whole IDP process by all role players.

WHAT IS THE FRAMEWORK PLAN? The function of the Framework Plan is to ensure that the process of the district IDP and local IDPs are mutually linked and can inform each other ensuring co-operative governance as contained in section 41 of the Constitution. The Framework must:



- a. Identify the plans and planning requirements binding in terms of national and provincial legislation and identify those which were omitted in the past IDP process;
- b. Identify the matters to be included in the district and local IDPs that require alignment;
- c. Specify the principles to be applied and co-ordinate the approach to be adopted;
- d. Determine procedures for consultation between the district municipality and the local municipalities;
- e. Determine the procedures to effect amendments to the Framework Plan;
- f. Incorporate comments from the MEC and those derived from self-assessments; and
- g. Provide guidelines for the Performance Management System (PMS) and IDP implementation and communication plans;

Therefore the Framework Plan is a co-ordination tool for the district to ensure that interrelated parallel planning processes within the district are coordinated to obtain maximum benefit for the district as a whole.

Elements of the IDP Framework plan

The IDP Framework Plan entails the following elements:

- Elements of the IDP;
- Framework programme with time frames;
- Mechanisms and procedures for alignment;
- Mechanisms and procedures for consultation;
- Binding plans and planning requirements at Provincial and National level; and
- Procedures and principles for monitoring the planning process and amendment



II. LEGISLATIVE BACKGROUND

Constitution- the Constitution mandates that a municipality must undertake developmentally-orientated planning so as to ensure that it:

- a. strives to achieve the objectives of local government set out in section 152;
- b. gives effect to its developmental duties as required by section 153;
- c. together with other organs of state contributes to the progressive realization of fundamental rights contained in sections 24, 25, 26, 27 and 29;

White Paper - “South Africa has been given a rare and historic opportunity to transform local government to meet the challenges of the next century”. The White Paper establishes the basis for a new developmental local government and characterizes it as a system, which is committed to working with citizens, groups and communities to create sustainable human settlements which provide for a decent quality of life and meet the social, economic and material needs of communities in a holistic way.

To achieve developmental outcomes will require significant changes in the way local government works. The White paper further puts forward three interrelated approaches which can assist municipalities to become more developmental:

- Integrated development planning and budgeting;
- Performance management; and
- Working together with local citizens and partners



Municipal Systems Act 32 of 2000 - the Municipal Systems Act (32 of 2000) is the key legislation that gives direction and guidance on the development processes of the IDP. Chapter five of the act details the process as follows:

Section 25(1) mandates that each municipal council must, upon election adopt a single, inclusive and strategic plan which:

- a. links, integrates and co-ordinates plans; and
- b. aligns the resources and capacity with the implementation of the plan

Section 27 mandates the district municipality, in consultation with the local municipalities – to adopt a framework for integrated development planning, which shall bind both the district municipality and its local municipalities.

On the basis of the agreed framework plan, Section 28 mandates that each municipal council must adopt a process plan to guide the planning, drafting and adoption and reviewing of its integrated development plan.

Local Government: Municipal Planning and Performance Management Regulations, 2001 - to develop further guidelines and clarity in the issues of IDP, regulations were issued in 2001. The Municipal Planning and Performance Management Regulations set out in detail requirements for Integrated Development Plans.

Municipal Finance Management Act 56 of 2003 - the MFMA (56 of 2003) speaks about promotion of cooperative governance and makes special emphasis on alignment of the IDP and the Budget. This is enshrined in chapter five of the MFMA (Act 56 of 2003).

Consequently, the West Rand District Municipality, in pursuit of the above legislative directives, is thus presenting this IDP framework to guide its process plans and consequently the IDP plans of both the district itself and the local municipalities within the area of its jurisdiction.



IDP Process - the 2015/16 IDP Review process is done in order to achieve the following:

- To inform other components of the municipal business process, including institutional and financial planning and budgeting; and
- To inform the cyclical intergovernmental planning and budgeting cycles

The IDP process will focus and be influenced by the following areas:

- Local Government MEC"s comments;
- Improvement on the IDP/Budget Process based on the previous performance;
- Amendments on the existing documents/Newly adopted policies; and
- Adjustment of powers and functions

As per legislative requirement, an adopted IDP is submitted to the MEC of Local Government and Housing for comments. These comments will be incorporated during the review process to influence the finalization of the process. However, it is necessary that they are received on time to allow municipalities' ample time to process and put them in effect.

In summing up the above, the outlined IDP Framework with timeframes, role players, mechanisms of alignment and the binding legislations ensures that the WRDM will table the IDP and Budget on time. Compliance with the timeframes provided will allow enough time to table the Draft IDP and Budget on or before March and take it council for approval on or before May each financial year.



The way forward is for all municipalities to prepare Process Plans in concurrence with the District Framework Plan and set out the following:

- HOW the planning process will unfold per municipality;
- WHAT actions are required;
- WHO will be responsible for implementing these actions;
- WHEN will the action have to be implemented; and
- WHAT will the actions COST?

The achievement of an aligned IDP process depends on the co-operation of all municipalities in order to achieve their developmental objectives in a spirit of co-operative governance.

III. PUBLIC PARTICIPATION

Community engagement has been prioritized in the West Rand District Municipality. Presentations have been offered to key stakeholders on the development of the IDP according to agreed timeframes. Sector Departments (e.g. business sector, religious sector, youth, women, sports and political parties) have been engaged on progress with Vision 2016 and proposed amalgamation of Westonaria and Randfontein. The public greatly appreciated these engagements.

IV. AUDIT AND PERFORMANCE COMMITTEE

We initiated a “Shared Services” project that aims to centralise certain services at a group level. We thus far established, as from 01 July 2013, a single Audit Committee, and are currently reviewing all policies and strategies so as achieve alignment towards shared services delivery.



V. SHARED SERVICES

The single Audit Committee mentioned in iv above is part of the shared services. The Committee is functional as meetings are held on quarterly basis to deliberate on issues concerning inter alia; financial reporting and management, performance management, risk management, internal controls, compliance, accounting principles and practices.

VI. RISK MANAGEMENT

Risk management forms a critical part of any municipality's strategic management. It is the process whereby a municipality both methodically and intuitively addresses the risk attached to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of activities. Risk management is therefore recognized as an integral part of sound organisational management and is being promoted internationally and in South Africa as good practice applicable to the public and private sectors.

The underlying premise of risk management is that every governmental body exists to provide value for its stakeholders. Such value is based on the quality of service delivery to the citizens. All municipalities face uncertainty, and the challenge for management is to determine how much uncertainty the municipality is prepared to accept as it strives to grow stakeholder value. Uncertainty presents both risk and opportunity, with the potential to erode or enhance value.

Uncertainty: the municipality operates in environments where factors such as technology, regulation, restructuring, changing service requirements and political influence create uncertainty. Uncertainty emanates from an inability to precisely determine the likelihood that potential events will occur and the associated outcomes.

Value: this is created, preserved or eroded by management decisions ranging from strategic planning to daily operations of the municipality. Inherent in decisions is the recognition of risk and opportunity, requiring that management considers



information about the internal and external environment, deploys precious resources and appropriately adjusts municipal activities to changing circumstances. For a municipality, value is realised when constituents recognize receipt of valued services at an acceptable cost. Risk management facilitates management's ability to both create sustainable value and communicate the value created to stakeholders.

The following factors require consideration when integrating risk management into municipal decision making structures:

- Aligning risk management with objectives at all levels of the municipality;
- Introducing risk management components into existing strategic planning and operational practices;
- Communicating municipal directions on an acceptable level of risk;
- Including risk management as part of employees' performance appraisals; and
- Continuously improving control and accountability systems and processes to take into account risk management and its results.

The integration of Risk Management into municipal decision making structures, also denote that the Municipal Risk Management endeavours must be in line with the following pieces of legislation as well as the corporate governance guidelines:

- *Section 62(1) (c) (i) of the Municipal Finance Management Act 56 of 2003 (MFMA), which prescribes that the accounting officer must ensure that the institution has and maintains effective, efficient and transparent systems of financial and risk management and internal control; and*
- *The King Report on Corporate Governance for South Africa 2002, which applies to "public sector enterprises and agencies falling under the Public Finance Management Act and the Municipal Finance Management Act."*



For the West Rand District Municipality to continuously improve the way it delivers services to its communities, it is important that the municipality is able to recognize, understand, accommodate and capitalize on new challenges and opportunities. The municipality has recognised the importance of integrating enterprise risk management into its day to day activities to enable it to effectively respond to the challenges faced in delivering on its mandate. The implementation of Risk Management was initiated in May 2011. Risk profile was then developed to allow the municipality to manage and mitigate material risks.

DEVELOPMENT STRATEGIES: Strategic Goal 4: Sustainable Governance for Local Communities

Strategic Objective 1	Long term Performance Indicators
Democracy is deepened and higher levels of social cohesion achieved within the District	No of Annual and Oversight Report tabled and adopted timeously in terms of the MFMA
	High levels of public participation achieved in multiple demographics in the district indicated by quarterly reports & feedback sessions
Strategic Objective 3	Long term Performance Indicators
Provide assurance that internal controls, risk management & governance processes are adequate and effective.	No of Internal Audit Plans developed and approved annually
Strategic Objective 4	Long term Performance Indicators
Single Tier Municipality by 2021	An effective Single Tier Municipality is established in the District by 2021



1.6.4.3 KPA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

STATUS QUO ASSESSMENT

STRATEGIC GOAL 5: Business Excellence within the WRDM

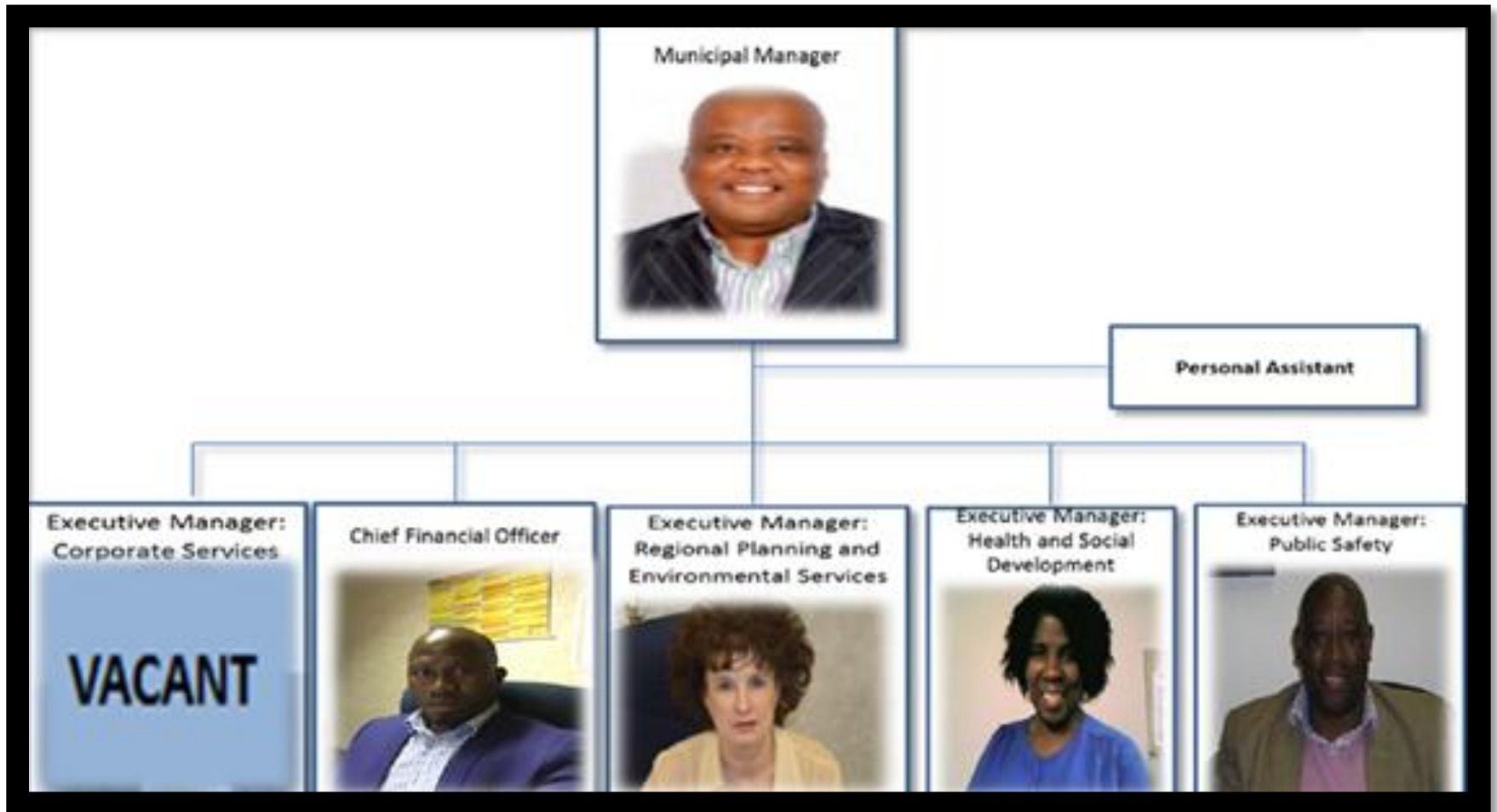
STRATEGIC OBJECTIVE: 5.1 Corporate governance practices (legal compliance, oversight); **5.2** Business Management / Leadership: **5.2.1** Strategic positioning (strategic / operational planning, structure, positioning around core business); **5.2.2** Organisation culture; **5.2.3** Business Performance Management; and **5.2.4** Stakeholder relations management / communication; and **5.3** Resource management: **5.3.1** Human resource management.

A) HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT STRATEGY

The role of the Human Resources Management and Development Strategy in this regard is to align HR practices to strategic planning (IDP) of the municipality.



B) HIGH LEVEL ORGANISATIONAL STRUCTURE / ORGANOGRAM



D) ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM (OPMS)

Performance management may be referred to as the application of activities to ensure that the goals in the strategic plan (IDP) are consistently met in an effective and efficient manner. The overall aim of the WRDM performance management system is to ensure that the municipality and all its subsystems are working together in an optimal manner so as to realise the envisaged end-results.

The Municipal Systems Act 32 of 2000, section 38, requires a municipality to establish a performance management system that is commensurate with its resources; best suited to its circumstances; and in line with the priorities, objectives, indicators and targets contained in its Integrated Development Plan. Municipalities are required to promote a culture of performance management among political office bearers and the administration.

Flowing from the above, section 44 of the MSA further stipulates that a municipality must publish and make known its Key Performance Indicators (KPIs) and performance targets contained in the SDBIP. The WRDM has developed the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP is an Organisational Performance Management System tool, which aims to implement the IDP, through departmental scorecards. The SDBIP is then cascaded to the performance plans, section A of section 57 performance agreements. To date, the municipality has instigated plans so as to ensure that the SDBIP is being cascaded not only to section 57 employees, but to all the employees within the municipality, ultimately leading to the envisaged implementation of individual performance management system within the municipality.

E) ANNUAL REPORT

The WRDM prepares Annual Reports for all the financial years. The 2012/13 Annual report consisting of the Annual Performance Report has been prepared and was tabled at Council. The report has been advertised for the 21 days public comment and was placed at the municipal public areas. The report is also placed on the municipality's website for public comments and inspection.

F) IGR STRUCTURES

The Intergovernmental Relations Act requires the establishment of structures and mechanisms aimed at ensuring a high level of input both internally in the municipality, and from local municipalities and other stakeholders in the IDP. In striving towards the IDP as a plan for the government sector as a whole there are various structures that have been established. All these structures have Terms of Reference that have been adopted by Council.

G) DISTRICT INTERGOVERNMENTAL FORUM

This is a legislated forum in terms of the Intergovernmental Relations Framework Act (Act No 13 of 2005). The objectives of the forum are detailed in the said legislation. In essence it is about creating a platform for sector departments of both the provincial and national sphere to engage with the family of municipalities in a district to work together in structured manner towards the common goal of service delivery.



DEVELOPMENT STRATEGIES: Strategic Goal 5: Business Excellence within the WRDM

Strategic Objective 1	Long term Performance Indicators
Ensure efficient organisational planning, effective cost management, performance monitoring and reporting	No of IDP adopted by Council
	Facilitate full implementation of the IDP in each financial year
	Automated Performance Management System is fully implemented
	Employees all have signed performance agreements
	% of Employees achieve the results agreed to in performance agreements
	% of costs are reduced in the optimisation of spending in the WRDM
Strategic Objective 2	Long Term Performance Indicators
People are effectively managed and developed within the WRDM	% of productive and engaged people at all levels in the organisation as measured by an annual engagement survey
	An updated Litigation and Disciplinary Report
Strategic Objective 3	Long term Performance Indicators
Optimisation of the organisation by the end of financial year 2015/16 to ensure alignment of resources and structure to core business of the municipality and the efficient use of resources.	Revised political and organizational structure.
	A lean efficient and cost effective organisation
Strategic Objective 4	Long term Performance Indicators
Coordination of Corporate Governance to ensure alignment amongst Municipalities in the Region	Number of policies aligned and adopted by Municipalities
	Percentage of the shared use of resources and personnel

1.6.4.4 KPA: FINANCIAL VIABILITY

STATUS QUO ASSESSMENT

STRATEGIC GOAL 5: Business Excellence within the WRDM

STRATEGIC OBJECTIVE: 5.3 Resource management: 5.3.2 Financial management; 5.3.3 ICT / knowledge management; 5.3.4 Information management; 5.3.5 Asset management

Managing municipal finances involves both a strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the municipality must put in place clear financial goals, policies, and tools to implement its strategic plan. It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of, and the setting of benchmarks for a municipality.

The WRDM can be categorised as a developing or growing municipality. Such municipalities require significant additional resources and funding to conduct the growth that is expected of them. In contrast, already developed or maintenance municipalities are mainly concerned with the need to maintain existing infrastructure. With the demands for growth, come risks that need to be managed. Wherever possible, the Municipality will set benchmarks appropriate for a developing or growing municipality and strive to achieve these benchmarks within the medium term.

It is essential that the Municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act has always laid out the level of funding from National Government that will be received for the three financial years with the first financial year being concrete and other years' estimates.

It is important to track the respective sources of revenue received by the Municipality as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the sources of funds will illustrate the Municipality's position more accurately, its ability to secure loans relative to its income streams and its borrowing capacity. The priority from the financial perspective is the viability and sustainability of the Municipality. The financial plan and related strategies will need to address a number of key areas in order to achieve this goal. Hence the following are areas that have been identified and are detailed below:

CASH / LIQUIDITY POSITION

Cash and cash management is vital for the short and long term survival and good management of any organisation. The appropriate benchmarks which can assist in assessing the financial health of the Municipality are the current ratio and debtors collection:

SUSTAINABILITY

The Municipality needs to ensure that its budget is balanced (income covers expenditure). As there are limits on revenue, coupled with the increased reliance on government grants to fund operational needs, it is necessary to ensure that services are provided at levels that are affordable, and that the full costs of service delivery are recovered.

EFFECTIVE AND EFFICIENT USE OF RESOURCES

In an environment of limited resources, it is essential that the Municipality makes maximum use of the resources at its disposal by using them in an effective, efficient and economical manner. Efficiency in operations and investment will increase poor people's access to basic services.

ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE

The Municipality is accountable to the people who provide the resources, for what they do with the resources. The budgeting process and other financial decisions must therefore be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimise opportunities for corruption. It is also essential that accurate financial information is produced within acceptable timeframes.

EQUITY AND REDISTRIBUTION

The Municipality must treat people fairly and justly when it comes to the provision of services. In the same way, the Municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers.

DEVELOPMENT AND INVESTMENT

In order to deal effectively with backlogs in services, there is a need for the Municipality to maximise its investment in municipal infrastructure. In restructuring the financial systems of the Municipality, the underlying policies should encourage the maximum degree of private sector investment.

MACRO-ECONOMIC INVESTMENT

As the Municipality plays a significant role in the area, it is essential that it operates efficiently within the national macro-economic framework. The Municipality's financial and developmental activities should therefore support national fiscal policy.

BORROWING

The strong capital market in South Africa (banks and other lending institutions like DBSA, INCA, etc.) provides an additional instrument to access financial resources. However, it is clear that the Municipality cannot borrow to balance its budget and pay for overspending. Safeguards need to be put in place to ensure that the Municipality borrows in a responsible way. In order to have access to this market, the Municipality will need to have accurate and appropriate financial accounting policies and procedures and effective reporting systems.

The challenge for financial sustainability amid increasing alignment with the ecological, economic and social parameters of the IDP means that budget adjustments need to be made on a regular basis.

DEVELOPMENT STRATEGIES: Strategic Goal 5: Business Excellence within the WRDM

Strategic Objective 5	Long term Performance Indicators
Submission of accurate and complete Annual Financial Statements to AGSA on time annually	1.1. AFS submitted to AGSA by 31 August of every financial year
	1.2. Unqualified audit opinion received

Strategic Objective 6	Long term Performance Indicators
Ensure MFMA Financial Reform compliance	2.1. Submission of MFMA 52 (d) quarterly to Council
	2.2 Submission of Mid-Term Report to Executive mayor by 25 January of every financial year
Strategic Objective 7	Long term Performance Indicators
Allocation of the Budget in line with the IDP	3.1. Submission of Adjustments Budget by 28 February of every financial year
	3.2. Submission of Draft Budget by 31 March of every financial year
	3.3. Submission of Annual Budget by 31 May of every financial year
Strategic Objective 8	Long term Performance Indicators
Procurement Management	Tenders processed within 90 days after closing date.
Strategic Objective 9	Long term Performance Indicators
Establishment of ICT Governance Framework that enables the business environment	Implementation of the MSP and ICT Strategy by Council

1.6.4.5 KPA: LOCAL ECONOMIC DEVELOPMENT

DEVELOPMENT STRATEGIES: Strategic Goal 1: Regional Planning and Economic Development: *Economic Development makes the west rand district a prosperous, sustainable, investment attractive region*

Strategic Objective 1	Long term Performance Indicators
Fully functional WRDA that achieves its agreed objectives with full participation by all stakeholders	Achievement of specific objectives agreed by all stakeholders resulting in the stimulation of local economic development in terms of rand value invested in region.
Strategic Objective 6	Long term Performance Indicators
Diversify the local economy through the promotion and growth of tourism in the District	% contribution of Tourism to GGP.

SECTION G: 1.7 IMPLEMENTATION PLAN (OBJECTIVES)

DETAILED STRATEGIC PLAN PER STRATEGIC GOAL

STRATEGIC GOAL OVERVIEW: BUSINESS EXCELLENCE WITHIN THE WRDM (Includes IDP & PMS Unit, Corporate Services and Finance)						
In order for the WRDM to excel in its business operations, it needs to ensure effective and efficient implementation of its strategic plan, while at the same time, focusing on compliance to legislative requirements, performance monitoring and reporting against the predetermined objectives. The WRDM also envisages receiving a Clean Audit report, through fairly presented Annual Financial Statements to the Auditor General of South Africa; processing tenders within 90 days after the closing date as well as paying of creditors within 30 days. Having said this, the WRDM also aims to have a highly productive and work engaged workforce with an established ICT Governance Framework.						
9. Responsive, accountable, effective and efficient local government system						
12. Building a professional, capable, citizen-focused public service (NDP Chapter 13)						
G 2055 Strategic Pathway 5						
WRDM Strategic Goal: Business Excellence within the WRDM						
Strategic Objective 1	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Ensure efficient organisational planning, effective cost management, performance monitoring and reporting	No of IDP adopted by Council	IDP Adopted by Council	IDP Adopted by Council	IDP Adopted by Council	IDP Adopted by Council	Ineffective and fragmented leadership
	1. Facilitate full implementation of the IDP in each financial year	IDP fully implemented	IDP fully implemented	IDP fully implemented	IDP fully implemented	
	2. Automated Performance Management System is fully implemented	System implemented	System implemented	System implemented	System implemented	

	Employees all have signed performance agreements	Agreements signed level 7-8	Agreements signed level 9-10	Agreements signed level 11-12	Agreements signed level 13-15	
	% of Employees achieve the results agreed to in performance agreements	Annual performance reviews conducted indicating that more the 50% of employees achieve agreed results	Annual performance reviews conducted indicating that more the 60% of employees achieve agreed results	Annual performance reviews conducted indicating that more the 70% of employees achieve agreed results	Annual performance reviews conducted indicating that more the 80% of employees achieve agreed results	Annual performance reviews conducted indicating that more the 90% of employees achieve agreed results
	% of costs are reduced in the optimisation of spending in the WRDM	1. Plan developed agreed upon, implemented and monitored 2. 5% costs are reduced in the optimisation of spending in the WRDM Annually	1. On-going cost optimisation plan implemented and monitored 2. 5% costs are reduced in the optimisation of spending in the WRDM Annually	1. On-going cost optimisation plan implemented and monitored 2. 5% costs are reduced in the optimisation of spending in the WRDM Annually	1. On-going cost optimisation plan implemented and monitored 2. 5% costs are reduced in the optimisation of spending in the WRDM Annually	1. On-going cost optimisation implemented and monitored 2. 5% costs are reduced in the optimisation of spending in the WRDM Annually
						Financial unsustainability of the WRDM

Strategic Objective 2	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
People are effectively managed and developed within the WRDM	% of productive and engaged people at all levels in the organisation as measured by an annual engagement survey	35% productive and engaged employees as measured by annual engagement survey	45% productive and engaged employees as measured by annual engagement survey	55% productive and engaged employees as measured by annual engagement survey	60% productive and engaged employees as measured by annual engagement survey	Low employee morale and poor productivity
	An updated Litigation and Disciplinary Report	Litigation Report to be updated and submitted to Council quarterly (4)	Litigation Report to be updated and submitted to Council quarterly (4)	Litigation Report to be updated and submitted to Council quarterly (4)	Litigation Report to be updated and submitted to Council quarterly (4)	
Strategic Objective 3	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Optimisation of the organisation by the end of financial year 2015/16 to ensure alignment of resources and structure to core business of the municipality and the efficient use of resources.	1. Revised political and organizational structure. 2. A lean efficient and cost effective organisation	1. Implement new organisational structure and continue Change Management Process.	1.Refine the organisational structure	1.Refine the organisational structure	1.Refine the organisational structure	Human Capital ineffectively optimised

Strategic Objective 4	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Coordination of Corporate Governance to ensure alignment amongst Municipalities in the Region	1. Number of policies aligned and adopted by Municipalities	8 Regional Policies are developed	8 Regional Policies are developed	8 Regional Policies are developed	8 Regional Policies are developed	None
	Percentage of the shared use of resources and personnel	8% Shared use of Personnel, e.g (Labour Relations, Employee Wellness, GIS, Supply Chain Management)	10% Shared use of Personnel, e.g (Labour Relations, Employee Wellness, GIS, Supply Chain Management)	12% Shared use of Personnel, e.g (Labour Relations, Employee Wellness, GIS, Supply Chain Management)	15% Shared use of Personnel, e.g (Labour Relations, Employee Wellness, GIS, Supply Chain Management)	None
Strategic Objective 5	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Submission of accurate and complete Annual Financial Statements to AGSA on time annually	1.1. AFS submitted to AGSA by 31 August of every financial year	AFS submitted to AGSA by 31 August	AFS submitted to AGSA by 31 August	AFS submitted to AGSA by 31 August	AFS submitted to AGSA by 31 August	Financial unviability of the District and loss of funds
	1.2. Unqualified audit opinion received	Clean Audit	Clean Audit	Clean Audit	Clean Audit	

Strategic Objective 6	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Ensure MFMA Financial Reform compliance	2.1. Submission of MFMA 52 (d) quarterly to Council	Quarterly MFMA 52 d submission	Quarterly MFMA 52 d submission	Quarterly MFMA 52 d submission	Quarterly MFMA 52 d submission	Financial unviability of the District and loss of funds
	2.2 Submission of Mid- Term Report to Executive mayor by 25 January of every financial year	Annual submission of Mid Term report by 25 January	Annual submission of Mid Term report by 25 January	Annual submission of Mid Term report by 25 January	Annual submission of Mid Term report by 25 January	
Strategic Objective 7	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Allocation of the Budget in line with the IDP	3.1. Submission of Adjustments Budget by 28 February of every financial year	Adjustments to budget by 28 February	Adjustments to budget by 28 February	Adjustments to budget by 28 February	Adjustments to budget by 28 February	
	3.2. Submission of Draft Budget by 31 March of every financial year	Draft Budget submitted by 31 March	Draft Budget submitted by 31 March	Draft Budget submitted by 31 March	Draft Budget submitted by 31 March	
	3.3. Submission of Annual Budget by 31 May of every financial year	Annual budget submitted by 31 May	Annual budget submitted by 31 May	Annual budget submitted by 31 May	Annual budget submitted by 31 May	

Strategic Objective 8	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
4. Procurement Management	4.1. Tenders processed within 90 days after closing date.	All tenders processed within 90 days	All tenders processed within 90 days	All tenders processed within 90 days	All tenders processed within 90 days	
Strategic Objective 9	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
5. Establishment of ICT Governance Framework that enables the business environment	5.1. implementation of the MSP and ICT Strategy by Council	Review of framework and implementation	Review of framework and implementation	Review of framework and implementation	Review of framework and implementation	Disruption of operations

STRATEGIC GOAL OVERVIEW: SUSTAINABLE GOVERNANCE FOR LOCAL COMMUNITIES (Includes Political Office and Risk)						
The WRDM will ensure high level of corporate governance through the implementation of adequate and effective internal controls, risk management and governance processes that enables deepening democracy and fostering social Cohesion						
12. Building a professional, capable, citizen-focused public service (NDP Chapter 13)						
9. Responsive, accountable, effective and efficient local government system						
G 2055 Strategic Pathways 2, 3, 7, 10						
WRDM Strategic Goal : Sustainable Governance for Local Communities						
Strategic Objective 1	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Democracy is deepened and higher levels of social cohesion achieved within the District	No of Annual and Oversight Report tabled and adopted timeously in terms of the MFMA	Annual and Oversight Report tabled and adopted timeously in terms of the MFMA	Annual and Oversight Report tabled and adopted timeously in terms of the MFMA	Annual and Oversight Report tabled and adopted timeously in terms of the MFMA	Annual and Oversight Report tabled and adopted timeously in terms of the MFMA	Unsettled democracy within the District
	High levels of public participation achieved in multiple demographics in the district indicated by quarterly reports & feedback sessions	Quarterly input and feedback session with the community indicating demographic representation	Quarterly input and feedback session with the community indicating demographic representation	Quarterly input and feedback session with the community indicating demographic representation	Quarterly input and feedback session with the community indicating demographic representation	

Strategic Objective 2	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Enhance systems of risk management to protect against adverse outcomes and optimise opportunities.	Risk Management Implementation Plan developed and approved annually	Risk plan developed and approved	Risk plan developed and approved	Risk plan developed and approved	Risk plan developed and approved	Ineffective governance processes
	Risk is effectively mitigated within the WRDM in collaboration with all departments	Risk mitigation plans are effectively implemented in collaboration with all departments	Risk mitigation plans are effectively implemented in collaboration with all departments	Risk mitigation plans are effectively implemented in collaboration with all departments	Risk mitigation plans are effectively implemented in collaboration with all departments	
Strategic Objective 3	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Provide assurance that internal controls, risk management & governance processes are adequate and effective.	No of Internal Audit Plans developed and approved annually	Internal Audit Plan developed and approved	Internal Audit Plan developed and approved	Internal Audit Plan developed and approved	Internal Audit Plan developed and approved	Inability to add value and improve operations

Strategic Objective 4	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Single Tier Municipality by 2021	An effective Single Tier Municipality is established in the District by 2021	Implement agreed roadmap	Implement agreed roadmap	established one municipality	established one municipality	Inefficient Municipal Governance
		Roadmap is clarified	Roadmap is agreed between stakeholders	Roadmap is implemented	Roadmap is implemented	
		Implement Shared Services	Implement Shared Services	Implement Shared Services	Implement Shared Services	

STRATEGIC GOAL OVERVIEW: PUBLIC SAFETY SERVICES

The West Rand District Municipality's Public Safety Strategic Goal is aimed at harnessing all multi-disciplinary and multi-sectoral contributions, into the establishment and sustaining of a safe and healthy living environment. Within which, risk and vulnerability is effectively managed and mitigated through a collective process of participation tenacity and commitment. This phenomenon is also encouraged by the provisions of the National Outcome 3, which requires the West Rand District Municipality to ensure that its communities are and feel safe. Therefore, creating a healthy and safe living environment for communities becomes a fundamental Constitutional mandate to the WRDM and its four constituent local municipalities.

3. Building a safe, secure and peaceful GCR (NDP 12 & 14)

3. All people in South Africa are and feel safe

G 2055 Strategic Pathways 4, 10

WRDM Strategic Goal Ensuring that the West Rand communities feel and are safe

Strategic Objective 1	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
The Communities in the District receive Integrated Emergency Services that meet or exceed regulated standards	1. % of all Priority 1 Emergency Medical Calls Responded to within 15 Minutes	80 % of all Priority 1 Emergency Medical Calls Responded to within 15 Minutes	80% of all Priority 1 Emergency Medical Calls Responded to within 15 Minutes	80% of all Priority 1 Emergency Medical Calls Responded to within 15 Minutes	80 % of all Priority 1 Emergency Medical Calls Responded to within 15 Minutes	Loss of Life & Property
	2. % of patients treated and transported to medical facilities	100% if patients treated and transferred to medical facilities	100% if patients treated and transferred to medical facilities	100% if patients treated and transferred to medical facilities	100% if patients treated and transferred to medical facilities	
	3. % of all Fire Calls Responded to within 15 Minutes	80% of calls responded to within 15 minutes	80% of calls responded to within 15 minutes	80% of calls responded to within 15 minutes	80% of calls responded to within 15 minutes	
	4. % of all Rescue Calls Responded to within 15 Minutes	80% of calls responded to within 15 minutes	80% of calls responded to within 15 minutes	80% of calls responded to within 15 minutes	80% of calls responded to within 15 minutes	

Strategic Objective 2.	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
The communities in the District receive Integrated Disaster Management & Community Safety services that meet regulated standards	1. % Implementation of all Disaster Management Programmes measured on annual basis	Disaster plans effectively implemented whenever required	Disaster plans effectively implemented whenever required	Disaster plans effectively implemented whenever required	Disaster plans effectively implemented whenever required	Loss of Life & Property
	2. % Response to all Disaster Management Incidents within 24hrs	Disaster management incidents responded to whenever required	Disaster management incidents responded to whenever required	Disaster management incidents responded to whenever required	Disaster management incidents responded to whenever required	
	3. % Implementation of all Community Safety Programmes measured on annual basis	All community safety programmes implemented successfully	All community safety programmes implemented successfully	All community safety programmes implemented successfully	All community safety programmes implemented successfully	Increase in Crime
Strategic Objective 3.	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Traffic Services are included in Integrated Public Safety services within the 2016/17 financial year	Traffic services are integrated across the WRDM area	Integrated Traffic services implemented	Integrated Traffic services implemented	Integrated Traffic services implemented	Integrated Traffic services implemented	Uncoordinated traffic systems

STRATEGIC GOAL OVERVIEW: REGIONAL PLANNING AND ECONOMIC DEVELOPMENT

A key responsibility of the WRDM is to encourage regional planning and enable the economic development of the district. This needs to be done at multiple levels and in different ways. Firstly, in collaboration with the West Rand Development Agency we seek to identify and implement opportunities to grow the local economy for the benefit of all. Secondly, we ensure regional spatial integration by applying uniform land use management standards and the efficient utilization of land for industrial, agricultural, human settlement (residential) and commercial uses. Thirdly, we seek to increase the mobility of communities by broadening modal transport choice through the implementation of regional subsidized bus services, regulated taxi industry as well as upgraded rail services. Fourthly, we coordinate bulk infrastructure planning and development throughout the region. Fifthly, we promote tourism as comparative advantage in support of diversification of the regional economy. And finally, we give effect to the principles of Green IQ by creating awareness of natural environment, protecting environmental resources and improving compliance with air quality standards throughout the region.

4. Equitable Growth: Towards a more equitable competitive urban space economy (NDP Chapter 3)

4. Equitable Growth: Moving from a resource based to a green economy (NDP Chapter 3)

9. Responsive, accountable, effective and efficient local government system

8. Sustainable human settlements and improved quality of household life

10. Protect and enhance our environmental assets and natural resources

G 2055 Strategic Pathways 2, 3, 10

WRDM Strategic Goal : Economic Development makes the West Rand District a prosperous, sustainable, investment attractive region

Strategic Objective 1	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Fully functional WRDA that achieves its agreed objectives with full participation by all stakeholders	Achievement of specific objectives agreed by all stakeholders resulting in the stimulation of local economic development in terms of rand value invested in region.	1. Agreed Performance Monitoring by the WRDM implemented 2. Annual report to WRDM - financial viability	1. Agreed Performance Monitoring by the WRDM implemented 2. Annual report to WRDM - financial viability	1. Agreed Performance Monitoring by the WRDM implemented 2. Annual report to WRDM - financial viability	1. Agreed Performance Monitoring by the WRDM implemented 2. Annual report to WRDM - financial viability	Decline in the economic viability of the District
Strategic Objective 2	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	

Ensure promotion and protection of environment and natural resources	Improved environment and educated communities	16 Green education and awareness Campaigns/ inspections as per legal requirement	20 Green education and awareness Campaigns/ inspections as per legal requirement	24 Green education and awareness Campaigns/ inspections as per legal requirement	28 Green education and awareness Campaigns/ inspections as per legal requirement	
Strategic Objective 3	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	
Implement the Green IQ Strategy and ensure compliance to air quality standards within a five year cycle	1. Regulated industry and air quality compliance in terms of legislated standards. 2. An Enhanced Green Economy in terms of criteria agreed in the Green IQ strategy	1. 25 Compliance inspections 2. Monitoring of Green IQ protocol	1. 30 Compliance inspections. 2. Monitoring of Green IQ protocol	35 Compliance inspections 2. Monitoring of Green IQ protocol	1. 40 Compliance inspections. 2. Monitoring of Green IQ protocol	

Strategic Objective 4	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	
Integrated Technical support and transport planning is achieved between municipalities and stakeholders in the district within 5 years	Infrastructure that improves the quality of life of people and encourages economic investment. Energy Efficiency. Increase in modal choice (green transport initiatives)	Energy efficiency roll out. Preparation of Super Infrastructure Master Plan (over 3 years) Preparation of RAT plan and roll out of subsidized bus services	Energy efficiency roll out. Preparation of Master Plan. (Year 2) Preparation of Transport Master plan and monitoring of subsidized bus services	Energy efficiency roll out. Preparation of Master Plan.(Year 3) Monitoring of subsidized bus services	Implementation of Super Infrastructure Master Plan. Monitoring of subsidized bus services	

Strategic Objective 5	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	
Integrated Land Use Planning is achieved across the District within 5 years	Spatial Development Framework development and implemented on landownership and to guide decision making for developmental purposes.	Formalization of uniform land use management schemes	Implementation of land use management schemes	Continue Implementation of land use management schemes	1. Continue Implementation of land use management schemes. 2. Establishment of Planning Tribunal	
Strategic Objective 6	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	
Diversify the local economy through the promotion and growth of tourism in the District	% contribution of Tourism to GGP.	8.75% contribution to GGP	9% contribution to GGP	9.25%contribution to GGP	9.50%contribution to GGP	

STRATEGIC GOAL OVERVIEW: HEALTH AND SOCIAL DEVELOPMENT

**This relates to the provision of environmental health services and promotion of a healthy lifestyle among communities.
In addition we run programs that build the nation in terms of creating a platform to promote sport, art, culture and recreation thereby bringing people together**

2. Fostering a long and healthy life for all (NDP chapter 10)

2. A long and healthy life for all

G 2055 Strategic Pathways 4, 10

WRDM Strategic Goal : Long and healthy life for all people within socially integrated communities

Strategic Objective 1	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Ensure an environment that is conducive to health and well-being of communities.	1. Public health is protected through the testing of 2 600 samples of food, paint and water	520 Samples tested	520 Samples tested	520 Samples tested	520 Samples tested	Possible outbreaks of illnesses/chemical poisoning
	2. Public Health is protected through the conducting of 19 000 health inspections	3800 inspections completed	3800 inspections completed	3800 inspections completed	3800 inspections completed	
Strategic Objective 2	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Contribute to national and provincial HIV and AIDS programme goals by ensuring that communities are reached on HIV and AIDS awareness programme	1. 3.5 million people are reached on the HIV and AIDS awareness programme 2. Measured contribution to national and provincial HIV and AIDS objectives	700000 people reached through awareness programmes	700000 people reached through awareness programmes	700000 people reached through awareness programmes	700000 people reached through awareness programmes	Poor grant management at implementation level.
Strategic Objective 3	Long term Performance Indicators	2015/2016 Target	2016/2017 Target	2017/2018 Target	2018/2019 Target	Risks
Ensure promotion of arts	Annual Go West	Go-West Event	Go-West Event	Go-West Event	Go-West Event	Go-West Event

and culture leading to marketing and stimulation of the local economy.	Heritage Week event held .	Evaluation report	Evaluation report	Evaluation report	Evaluation report	Evaluation report
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SECTION H

2. SECTOR PLANS

2.1. EXECUTIVE SUMMARY: REVISED SPATIAL DEVELOPMENT FRAMEWORK (RSDF)

The purpose of the West Rand District Municipality Regional Spatial Development Framework (RSDF) is firstly to assess the position of the District Municipality from a national and provincial perspective and secondly to serve as a guide for the respective Local Municipalities in order to ensure that their spatial development links to the overall development perspective for the district. The RSDF endeavours further to:

- be a strategic, indicative and flexible forward-planning tool with its main aim to guide planning and decisions on land development;
- develop an argument or approach to the development of the area of jurisdiction which is clear enough to allow decision-makers to deal with unanticipated / unexpected situations;
- develop a spatial logic which guides private sector investment;
- ensure the social, economic and environmental sustainability of the area;
- Establish priorities for public sector development and investment; and
- Identify spatial priorities and places where public-private partnerships are possible.

The main purpose of the RSDF will therefore be to ensure that the district as a whole contributes towards the orderly spatial development of the Gauteng Province. As derived from the individual Local Municipal Spatial Development Frameworks, Provincial studies and National policies, development zones and land use strategies were established to give guidance to the spatial structuring of the West Rand. As each of the respective Local Municipalities has prepared their own detailed SDF"s, the West Rand District Municipality RSDF will focus primarily on macro development trends and proposals, integration and linkages.

2.1.1. SECTOR PLANS INPUTS AND PROVINCIAL INITIATIVES

A number of sector plans have been prepared for the West Rand, which in some cases have an impact on the spatial structuring of the region. The following sector plans influenced the RSDF:

- State of the Environment Report,

- Integrated Transport Plan,
- Local Economic Development Strategy,
- West Rand District Municipality Tourism Development Strategy,
- Water Services Development Plan; and
- Disaster Management Plan,

A number of provincial initiatives were initiated and are in the process of being implemented on the West Rand. These initiatives are:

- Gauteng Spatial Development Framework,
- Gauteng Integrated Development Plan,
- Bekkersdal Urban Regeneration,
- Gauteng Blue IQ,
- Gauteng Open Space Project (GOSP),
- CMIP Backlog Study,
- West Rand Municipal Housing Development Plan,
- SARCC Railway Master Plan, and
- Freeway Improvement Scheme.

Based on the inputs from various Provincial initiatives and studies the primary guiding elements, which have an impact on the spatial structuring of the West Rand, are as follows:

- Containment of urban growth;
- Densification of urban areas;
- A large housing backlog exists, which needs to be addressed;
- Integrated environmental management principles in the management of land;
- Protect high value agricultural land;
- Improve and rehabilitate mining areas;
- Provide different typologies of housing;
- Establish niche tourism opportunities; and
- Address the large infrastructure backlog in the West Rand.



The major guiding elements, which were identified from the respective SDFs of the Local Municipalities, are as follows:

- Integration of residential development for the historically disadvantaged and advantaged areas;
- The promotion of agricultural activities, both from a commercial and small scale farming point of view;
- The establishment of development corridors and the development thereof;
- The establishment of higher order social and commercial activities within the rural environment at selected areas of concentration (rural service area);
- The maximization of industrial and commercial areas in terms of occupancy, bulk and investment (urban renewal);
- To promote the diversification of the primary economic sector (mining)
- To protect all environmentally sensitive areas and to create and promote tourism;
- To promote the development of economic development nodes;
- To increase accessibility and ability to the east;
- To amend the urban fringe (edge) to allow for future residential expansion;
- To rehabilitate mining dumps and areas to promote integration of urban areas;
- To manage smallholdings so as not to promote conflicting and non-complementary land uses.

2.1.2 KEY STRATEGIES

After considering the above mentioned sectoral plans, initiatives and major guiding elements, key strategies were formulated to summarise the approach that is needed for the development the West Rand. These key strategies are as follows:

- Managing the growth of the district
 - ✓ Urban Edge
 - ✓ Infrastructure provision and management
 - ✓ Managing sub urban and rural development
- Developing quality places
 - ✓ Activity Centres and nodes
 - ✓ Sustainable neighbourhoods and housing
- Promoting and managing regional and local accessibility



- ✓ Road linkages,
- ✓ Public transport, and
- ✓ Pedestrians.
- Providing and managing environmental areas and an open space network.

Chapter 5 of the RSDF discuss the afore-mentioned key strategies in much more detail and amongst other issues addressed the following topics:

- Urban Edge,
- Infrastructure investment,
- Sub urban and rural development,
- Spatial integration,
- Sustainable residential developments,
- Commercial Industrial development,
- Mining Corridor Zone,
- Agriculture development,
- Public transportation,
- Railway infrastructure,
- Development corridors and nodes,
- Tourism & environmental aspects, and
- Cradle of Humankind World Heritage Site.

2.1.3 IMPLEMENTATION REQUIREMENTS

The successful implementation and management of the RSDF will require, according to the document, a common approach by the district and its local municipalities to address the following:

- Institutional capacity including:
 - Human and financial resources
 - Co-ordination and co-operation between responsible departments and agencies
 - Administrative performance within specific timeframes
 - Monitoring and evaluation of the system
 - Clear and common development policies and regulations
 - Land Use Management Systems
 - Economic incentives
 - Appropriate participation and dispute resolution



- Zero tolerance relating to:
 - ✓ The protection of public and private investments
 - ✓ The enforcement of regulations and by-laws
 - ✓ Rapid response

2.2. EXECUTIVE SUMMARY: DISTRICT DISASTER MANAGEMENT PLAN

The District Disaster Management Plan is based on the requirements of the Disaster Management Act, 2002, and is aligned to the four key performance areas contained in the national disaster management framework, namely –

- Integrated institutional capacity
- Disaster risk assessment
- Disaster risk reduction
- Response & recovery

The Plan was first developed in 2000 and has been revised bi-annually ever since it's first publication.

Themes in the Plan

The Plan comprises of two main elements, namely –

- the Social Vulnerability Plan; and
- the Emergency Operations Overview Plan

Social Vulnerability Plan

This part of the District Disaster Management Plan is the main focuses on what has to be achieved.

Statutory Framework

The Plan highlights the legal framework within which effective and appropriate disaster management must be given effect in a multi-sectoral and multi-disciplinary environment. This section of the Plan refers to relevant statutory obligations.



Causal Factors of Emergencies and Disasters

In order to develop relevant and appropriate counter risk measures and to mitigate societal vulnerability, a common understanding and awareness of the causal factors of emergencies and disasters must be established. This section of the Plan seeks to contextually define the relevance of the eight (8) internationally recognized causal factors of emergencies and disasters. 104

Significant Principles Of Emergencies And Disasters

The effective management of emergencies and disasters calls for an understanding of the dynamic societal triggers giving rise to emergencies and disasters when combined with the causal factors. This section of the Plan seeks to clarify aspects of –


- Basic public awareness and perception
- Traditional disaster threats
- New disaster threats
- The geography of emergencies and disasters
- Modern day loss factors
- Major aspects of significance

Mission Statement & Objectives

This section of the Plan contains the specific mission statement and objectives of the Directorate Public Safety of the WRDM. Apart from the mission statement itself and the definition of terms, it contains the proactive and reactive objectives of the Directorate as well as the outcome methodologies.

Applied Principles

In attaining the objectives the Directorate Public Safety of the WRDM has to apply specific genetically engineered principles. This section of the Plan seeks to define the following emergency and disaster management principles:

- Comprehensive emergency and disaster management
 - Integrated emergency management system
- 

- Reactive service methodology requirements

Challenges and Constraints

In this part of the Plan prevailing challenges and constraints are addressed.

Social Crime Management

Endemic crime also found its way into the West Rand district. This part of the Plan contains the summary analysis of the Community Safety Summit held on 16 February 2007 whereas the analysis will form the framework for future mitigation and prevention strategies and programmes.

The analysis focuses on the following important factors:

- Improved law enforcement
- Improved safety in rural areas and informal settlements
- Reduction in women and child abuse
- Safety in public places
- Improved inter-agency cooperation
- Improved social engineering
- Encouraging community participation


Strategies and programmes emanating from the Summit will be aligned to the Provincial Safety Plan.

Key Performance Areas

In this part of the Plan the focus is on the performance of the Directorate Public Safety in realizing key performance outcomes relating to proactive and reactive service delivery. The KPAs contained in the Plan relate directly to the Strategic Plan of the WRDM.

Municipal Risk & Vulnerability Assessments

The White Paper on Disaster Management stresses the importance of risk & vulnerability reduction in current-day South Africa where poverty and urbanisation as well as rapid development established a new risk environment demanding diligent risk & vulnerability management. This section of the Plan contains risk & vulnerability assessments conducted in



all municipal areas in the district. The main challenge for improved public safety is to ensure the alignment of municipal budgets with risk reduction strategies.

Emergency Operations Overview Plan

This part of the District Management Plan in the main focuses on how practical effect should be given to planning parameters. The Emergency Operations Overview Plan is divided into five parts -

Part I -- focuses on the **preparedness phase**, and is the "*basic plan*" which describes the structure of the West Rand emergency management organization; its responsibilities and operational concepts for multi-hazard emergency preparedness, response, recovery, and mitigation; and its role and responsibility as the lead agency for the West Rand Operational Area.

Part II -- focuses on **initial emergency response**. It is the initial operations guide. It is a series of hazard-specific checklists designed to provide field-level responders with the basic considerations and actions necessary for effective emergency response. It also provides field-level responders with the framework to implement SEMS.


Part III -- addresses **extended emergency operations** (response), outlining the operational procedures for the District emergency management staff to conduct extended emergency response operations, coordinated by the West Rand EOC.

Part IV -- addresses **recovery and mitigation** activities. It describes the procedures to coordinate recovery operations within the West Rand District, procedures to mitigate future events and procedures for obtaining provincial and national disaster assistance funds for damage restoration and mitigation projects.

Part V -- addresses briefly the concept of **prevention**. It describes in brief the approach to prevent emergencies and disasters.

Guidelines for Disaster & Emergency Information Management – addresses the identification of information needs, management of information and telecommunication considerations.

Handling Traumatic Events – provides advice to managers relating to traumatic events and the handling of affected employees and members of the public.



Emergency Response Manual – addresses procedures in the event of hazardous or toxic substance events in the district.

CONCLUSION

The District Disaster Management Plan of the WRDM is aligned with the national and provincial disaster management frameworks and is intended to be a strategic, yet practical, framework for the reduction of risk and vulnerability in the district as well as to tailor coordinated response to emergencies and disasters. The WRDM further strives bi-annually, depending on circumstances, to revise and realign its District Disaster Management Plan in order to assure the practical alignment of planning parameters to current, prevailing, risk & vulnerability profiles.

2.3. EXECUTIVE SUMMARY: ECONOMIC DEVELOPMENT STRATEGIES

In line with the 2015/16 IDP Review, the following Economic Development strategies are summarised as follows:

2.3.1. The Growth and Development Strategy - This strategy aims to increase the socio-economic and development potential of this region by analysing the socio-economic environment, identifying potential growth sectors, and providing alignment to existing growth and development strategies

2.3.2. LED Strategy - The Led strategy has been developed and it has identified some of key development thrusts which are:

- Expansion of agricultural sector;
- Industrial and beneficiation development;
- Waste recycling/ processing;
- SMME development and command centre;
- Human Resource development; and
- Tourism Development



2.3.3. The Regional Tourism Strategy - The Tourism Strategy, aims to analyse the tourism environment of the West Rand District and to compile a strategic development framework for the sector's development, based on the identification of marketable development opportunities. The strategy also takes into account the drive of the provincial government to establish region-based tourism organisations (RTOs) across the province.

2.3.4. The Marketing and Investment Strategy - The Marketing and Investment Strategy has identified an implementation plan with development facilitation actions to enable the District to embark on a focused and targeted marketing process to proactively attract investors as well as to compile investment opportunities for potential investors which can be utilised by the WRDM and its constituent Local Municipalities to entice investors to do business in the area.

2.3.5. The Economic Development Plan - The purpose of the Economic Development Plan is to provide an assessment of all the relevant economic activities and development opportunities within the main economic sectors. Identifying economic development nodes and corridors as well as sectors in which the WRDM has a demonstrated or potential comparative advantage.

2.3.6. The Industrial Development Strategy - The Industrial Development Strategy provides a strategic path for industrial development within the entire region. The strategy is focused on establishing the state of the current industrial operation and identifies new industrial development potential. The strategy identifies industrial nodes that represent stable, fully developed nodes, nodes in need of maintenance and improvements, nodes and corridors that are underdeveloped and the potential for expansion of some existing nodes and even the establishment of new nodes.

2.3.7. Rural Development Policy - The district is currently reviewing the Rural Development Policy which seeks to create capacity for the rural poor in order to ensure that there is sustained self-development. The objectives of Rural Development Policy are:



- Increase in production and productivity,
- access to opportunities to earn income,
- access to public services,
- access to productive inputs
- Gainful employment,
- People's participation in the development process, and
- Ecological balance, i.e. proper management of physical resources such as land, water, etc.

2.3.8. EPWP Policy - The Expanded Public Works Programme (EPWP) is one of government's short-to-medium term programmes aimed at alleviating and reducing unemployment. The EPWP seeks to achieve this aim through the provision of work opportunities coupled with training. It is a national programme covering all spheres of government and state-owned enterprises (SOEs).

The purpose of this policy document is twofold in that it has the following objectives:

- To provide a generic framework for the implementation of the Expanded Public Works Programme (EPWP) within the area of jurisdiction of the West Rand District Municipality which also includes the activities of the constituent local municipalities of Mogale City, Merafong City, Randfontein and Westonaria; and
- To create work opportunities for the unemployed using WRDM expenditure in the short-to medium term (next 5 years), in line with the government's directive.

2.4. EXECUTIVE SUMMARY: WRDM ENVIRONMENTAL MANAGEMENT STRATEGIES

2.4.1 WRDM ENVIRONMENTAL MANAGEMENT FRAMEWORK

In 2006, the WRDM released their first Environmental Management Framework (EMF) (Revision 1) for the district area. In February 2010, the WRDM started the review and update of this EMF, in order to bring the EMF in line with the 2010 EMF Regulations. It should also be noted that the Cradle of Humankind World Heritage Site (CoHWHWS) and Mogale City Local Municipality (MCLM), have recently undertaken EMFs for their constituent areas and are nearing completion. The three EMFs will be aligned to comprise a comprehensive EMF for the WRDM. It is not the intention of this EMF's to duplicate efforts

in these areas where detailed EMF had been undertaken, but rather to incorporate their findings.

The broad objectives of the EMF are to:

- Identify the key environmental parameters (opportunities and constraints) pertaining to the WRDM;
- Define and spatially represent the status quo of the environment in the WRDM, emphasising sensitive environments and current development pressures;
- Based on consultation with relevant interested and affected parties, define and spatially represent the desired state of the WRDM;
- Identify and develop an outline of the strategies required to reach the desired state;
- Develop implementation / action plans for the strategies; and
- Develop monitoring and reporting systems to evaluate and report on the success of strategy implementation.

Section 24(2) of NEMA embeds the legal requirement for EMFs. It requires the compilation of information and maps that specify the attributes of the environment in particular geographic areas including the sensitivity, extent, interrelations and significance of such attributes that must be taken into account by every competent authority. Section 24(2)(b)&(c) allows for the identification of geographic areas based on environmental attributes where specified activities may not commence without environmental authorisation and where specific activities may be excluded from authorisation but must comply with prescribed norms and standards. This section relates to delisting of activities in areas where environmental concerns are low and list other activities in areas where environmental concerns are high. This allows the officials capacity to focus on the key sensitive areas.

This EMF is important as the WRDM is experiencing immense pressure between mining, agriculture and tourism in terms of biodiversity, heritage, air quality, agricultural potential, mineral reserves, water availability and quality, and geological constraints of the area. The lack of an overarching development vision and guidelines has meant that development has mostly taken place in an ad hoc and uncoordinated manner. There is growing concern over



the threats from mining on agriculture, water quality and air quality, which leads to impacts on human health. The EMF aims to provide clear guidance for the development of constraints, and opportunities the environment offers for development. Key stakeholders and the general public were provided with opportunity to contribute information and data to the status quo as this information forms the basis on which the EMF is modelled. Open days were held where preliminary information was presented to the public and key stakeholders were also provided the opportunity to review the draft status quo and desired state sections of this report prior to the rating and zoning process.

Four management zones were identified for the WRDM identified by grouping development activities in line with their environmental assets, opportunities, constraints, sensitivities, current land use and pollution influences (Map 34). To this end, development activity guidelines were prepared for the four zones to ensure that future development and management of these areas takes place in a sustainable manner without compromising the integrity of the environment (Table 8-1). These guidelines aim to assist government with the task of evaluating development applications and assisting with future planning for the WRDM by indicating which activities are supported and not supported in particular zones. These guidelines are also intended to assist developers during the planning and design phases of proposed developments to identify areas of potential conflict between development proposals and critical/sensitive environments such that these can be mitigated, managed and designed to be appropriate.

A more detailed look at the EIA Regulations listed activities (GN R 544 – 546), the terms of which are required to be fulfilled and those not supported per zone are provided in Appendix 4. The draft EMF was placed at three public libraries within the WRDM for review. Public meetings were held to present the findings and to discuss clarification and comments on the document. Advertisements and personal invitations to registered stakeholders were issued to notify all Interested and Affected Parties (I&APs) of the review period and public meetings.



2.4.2. GREEN IQ STRATEGY


The WRDM Green IQ Strategy is structured to align with the objectives and activities of Gauteng province Green Economy programmes and policies, so that all parts of the four WRDM local municipalities working on green issues are focused on the same targets. Ultimately all provincial departments and agencies working in Gauteng and the WRDM and its composite Municipalities, should align to and work co-operatively towards the vision and programme commitments of the Gauteng Green Strategy Programme.

The sustainability of WRDM economy depends on a fundamental Green transformation in a number of cross cutting sectoral areas. These cross-cutting sectors include:

- Air Quality
- Climate Change
- Economic Development
- Energy
- Food Security
- Transport
- Water and Sanitation
- Waste
- Spatial Planning and Land use

These together form the foundation for a true green economy. The informed viewpoint indicates that investing in these sectors will promote economic growth so that green jobs become the norm, rather than add-ons to inherently unsustainable development.

Based on the above it has to be noted that WRDM's approach to the Greening Initiatives will focus on the **7 key priorities**, namely:

- Food security,
 - Energy Efficiency,
 - Water Management,
 - Waste Management,
 - Transport,
 - Spatial Planning and Land Use, and
- 

- Green Buildings and Built Environment.

NB: These priorities have been selected due to their enormous contribution potential to the local economic development, employment opportunities, eradication of poverty as well as the reduction of the carbon footprint.

2.4.3. INTEGRATED WASTE MANAGEMENT PLAN

The West Rand District Municipality (WRDM), in their 2007/08 Integrated Development Plan (IDP), identified the need to formulate an Integrated Waste Management Plan (IWMP) for the District Municipality (DM) that encompassed all constituent local authorities, as well as the District Management Area (DMA). Strategic Environmental Focus (Pty) Ltd (SEF) and USK Consulting (Environmental and Waste) were subsequently appointed, in February 2009, to compile the said IWMP on behalf of the WRDM.

The WRDM Draft IWMP was finalised in December 2009. However, during the period of drafting the IWMP, the Merafong City Local Municipality (Merafong CLM) was incorporated from the North West Province into the Gauteng Province, thus falling within the jurisdiction of the WRDM. On 26 March 2009, the Cross-boundary Municipality Laws Repeal and Related Matters Act, 2009 (Act No. 8 of 2009), and Constitution Sixteenth Amendment Act, 2009, gave effect to the incorporation of Merafong CLM into the Gauteng Province. As a result of this change in the composition of the WRDM, SEF was requested to amend and update the Draft IWMP with information pertaining to Merafong CLM. Apart from being a legal requirement, in terms of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) [NEMWA], the IWMP is intended for use as a sector plan within the WRDM's upcoming IDP revision, where it is to inform municipal planning and budgeting around waste management within the DM. The over-arching intention is to ensure that waste management planning within the DM is sustainable, practical, implementable and acceptable to all key role players and parties expected to implement the plan.



The primary objectives of NEMWA are to protect health, well-being and the environment by providing reasonable measures for the following:

- Minimising the consumption of natural resources;
- Avoiding and minimising the generation of waste;
- Reducing, re-using, recycling and recovering waste;
- Treating and safely disposing of waste as a last resort;
- Preventing pollution and ecological degradation;
- Securing ecologically sustainable development while promoting justifiable economic and social development;
- Promoting and ensuring the effective delivery of waste services;
- Remediation of land where contamination presents, or may present, a significant risk of harm to health or the environment; and
- Achieving integrated waste management reporting and planning.

The WRDM IWMP also clearly sets out the IWMP goals, policies and objectives to which the WRDM should strive in order to remain compliant with the overall goals and objectives of the NEMWA. The IWMP also provides an evaluation of alternative waste management scenarios and options that were scrutinised and considered for possible implementation by the WRDM to address their waste management needs in a sustainable manner.

The most suitable options were then translated into implementable projects as part of the IWMP Implementation Plan. The said Implementation Plan sets the time-frames over which specific projects should be rolled out by the WRDM and its constituent LMs. 114




The greatest challenge facing the WRDM in appropriately implementing this IWMP will be financial and institutional capacity constraints. The IWMP thus makes informed recommendations as to possible sources of finance to be explored by the WRDM when initiating the projects outlined in the Implementation Plan. In addition, a key component of the IWMP is to increase institutional capacity, as well as technical ability of the Authorities, through a focused recruitment and technical training drive within the first two years of the implementation plans.

The IWMP is focused on initially addressing the WRDM's „non-compliances“ with the NEMWA and other relevant waste management policies and guidelines over the short-term (0 to 5 years). Thereafter it aims to improve the overall efficiency and sustainability of waste management practices within the DM, over the medium to long-term (5 to 10 years). This is done through the implementation of projects that aim to promote the principles of avoidance, minimisation, reduction, re-use and recycling.

2.4.4. INTEGRATED AIR QUALITY MANAGEMENT PLAN

An Air Quality Management Plan (AQMP) is a legal requirement in terms of Section 15(1) of the National Environmental Management: Air Quality Act, 2004 (Act No. 39 of 2004) (NEMAQA), to assist local governments in performing the air quality management functions delegated to them by the Act. The West Rand District Municipality (WRDM) reacted positively to the call by appointing Strategic Environmental Focus (Pty) Ltd (SEF) and USK Consulting Environmental and Waste, to develop an AQMP. The AQMP was developed in December 2009. However, post completion of the report, the Merafong City Local Municipality was re-incorporated from the North West Province into the WRDM. Thus, the WRDM appointed SEF to update and amend the existing AQMP to include Merafong City Local Municipality. Gondwana Environmental Solutions assisted in peer reviewing the AQMP.

The main purpose of the WRDM AQMP is to achieve the following goals:

- Establish an effective and sound basis for planning and management of air quality within the WRDM;
 - Manage air quality that will promote human health and well-being;
- 

- Encourage sustainable economic developments that are not harmful to residents and the ecosystem;
- Allocate accountability to appropriate polluters; and
- Ensure effective communication and public participation.

In order to achieve the above mentioned goals, the following air quality planning procedures are aimed at identifying and improving air quality in a given area, consisting of 6 steps are required (Manual for Air Quality Management Planning in South Africa, DEAT 2008):

- Translating Goals into Objectives and Targets;
- Baseline air quality assessment;
- Development of an Air Quality Management System (AQMS) and gap/problem analysis;
- Development of intervention strategies;
- Compiling action plans for implementation; and
- Evaluation and follow up.

This AQMP is one of the tools that the WRDM and all stakeholders can use to promote sound air quality management practices within the district. It provides a framework for the district and local municipalities that develop their own AQMPs. This is the first issue of the WRDM AQMP and will be reviewed on a regular basis to ensure continuity. The implementation of the AQMP requires building air quality management planning capacity at district and local levels, as well as raising public awareness of environmental issues in general, and air quality management in particular. The latter is critical in guaranteeing meaningful participation of all stakeholders. Stakeholders are encouraged to liaise with relevant authorities if they require any clarity on the development processes.



2.4.5. EMISSION INVENTORY REPORT

The West Rand District Municipality (WRDM) comprises four local municipalities, namely Mogale City, Randfontein, Merafong and Westonaria. The WRDM is undertaking its first air emissions inventory, which will then have to be updated on a regular basis to account for emission changes. The results of the emission inventory will be used to shape the way air quality is improved in the WRDM. The emission inventory is fundamental to the development, implementation, monitoring and evaluation of the WRDM's air quality strategy. The emission inventory is also used as a major input to atmospheric dispersion mod

The base year relevant to the emission inventory is 2011, which means that all emission estimates will be based on 2011 activity data. The primary focus of the emission inventory will be on the following criteria pollutants:

- Sulphur dioxide (SO₂)
- Nitrogen oxides (NO_x)
- Carbon monoxide (CO)
- Particulate matter (PM, PM₁₀)
- Lead (Pb).

The emission sources in the WRDM are grouped into three main emission types based on their characteristics, namely, point, mobile and area sources.

Point sources are sub-divided into the two categories of listed activities, viz., large industries regulated by the National Environmental Management: Air Quality Act (Act 39 of 2004) (AQA), and smaller industrial processes with boilers. Mobile sources include on-road motor vehicles, ships, aircraft and locomotives. Only on-road motor vehicles will be considered in this study as there are no harbours or airports in the WRDM.

Substances released into the air can affect the health of the environment, residents, animals and plants. Air emissions are the quantity of a substance, measured as mass of substance per time unit, released into the atmosphere from a source. Sources of air



emissions include industrial facilities, transportation, home heating, agriculture, forest fires and many others.

2.5 HUMAN SETTLEMENT STRATEGY

2.5.1. INTRODUCTION

During 2013, the West Rand District Sustainable Human Settlement Plan (SHSP) was commissioned by the Gauteng Department of Human Settlement. The SHSP process was managed via a District Project Steering Committee which comprised representatives from each of the four local municipalities (Mogale City, Randfontein, Westonaria and Merafong City) as well as the West Rand District Municipality and the provincial Department of Human Settlement.

The project was conducted by way of a phased, incremental planning process which included a number of individual planning sessions with each of the local municipalities and feedback presentations to the District Steering Committee to ensure proper alignment and coordination. The final deliverable from the process was a list of human settlement related projects which formed part of a Human Settlement Strategy for each of the municipalities and the District as a whole. The projects include planning initiatives, land preparation projects, and physical construction projects and were categorised for implementation in the short-, medium-, and long term.



3. WRDM 2015/16 PROGRAMMES AND PROJECTS FOR IMPLEMENTATION

KPA: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGIC GOAL 1: Regional Development Planning and Economic Development

STRATEGIC OBJECTIVE: 1.1 Development planning (human settlements management support, district spatial development planning, district transport systems planning, rural development planning).

FUNDED PROJECTS					
MUNICIPALITY	MUNICIPAL KEY PERFORMANCE AREA	PROJECT NAME	REF NO.	BUDGET	FUNDING SOURCE
WRDM	Basic Service Delivery and Infrastructure	Subsidised bus services	RPED 14/15-1	R38 million	DRT
		Leratong Nodal Development	RPED 14/15-2	R50 million	DRT

4. WRDM FUTURE PLANNED PROGRAMMES AND PROJECTS FOR IMPLEMENTATION



KPA: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGIC GOAL 1: Regional Development Planning and Economic Development

STRATEGIC OBJECTIVE: 1.1 Development planning (human settlements management support, district spatial development planning, district transport systems planning, rural development planning); 1.2 Economic Development (tourism, enterprise development, green economy, greening 1.3 Bulk infrastructure support (planning, project coordination, network coordination, project performance monitoring); and 1.4 Environmental management (planning, project coordination, monitoring).

WRDM FUTURE-PLANNED PROJECTS					
MUNICIPALITY	KEY PERFORMANCE AREA	PROJECT NAME	REF NO.	BUDGET	FUNDING SOURCE
1. WRDM	1.2 Local Economic Development	1.2 Aredrisaneng Agricultural Project		R 4 200 000	Sibanye Gold
		1.2 Goldenwest (Toekomsrus Ext. 4 Landfill site)		R 1 000 000	Sibanye Gold
		1.3 Alien Invader Beneficiation & Nursery Project		R 1 000 000	Sibanye Gold
		1.4 Formalisation of Bhongwein Settlement Proj.		R 5 500 000	Sibanye Gold
		1.5 School Infrastructure Thuto Bokamoso PS		R 1 300 000	Sibanye Gold
		1.6 YRWYS Agriculture Project		R 3 000 000	Sibanye Gold
		1.7 Alien Invader Beneficiation & Nursery Proj.		R 3 000 000	Sibanye Gold
		1.8 Comm Maths & Science Prog.		R 250 000	Sibanye Gold
		1.9 Protective clothing Manufacture		R 2 300 000	Sibanye Gold
		1.10 Alien invader beneficiation & nursey project		R 1 000 000	Sibanye Gold
		1.11 Simunye School Social Infrastructure Proj.		R 1 000 000	Sibanye Gold
		1.12 Glenharvie and Westonaria Employee		R 2 000 000	Sibanye Gold
		1.13 Westcol FET College Westonaria Satellite		R 1 000 000	Sibanye Gold
		1.14 Eradication of Alien Invader Tree Species		R 1 500 000	Sibanye Gold
		1.15 Blybank Social Infrastructure Project		R 100 000	Sibanye Gold
		1.16 Mphahlwa Village Housing		R 1 500 000	Sibanye Gold
		1.17 Waste Management Project		R 100 000	Sibanye Gold

MUNICI- PALITY	PROJECT NAME	WARD	PROJECT DESCRIPTION
ENVIRONMENTAL MANAGEMENT			
WRDM	Landfill Airspace Audit	To be compiled for the district	<p>Appoint an appropriately qualified consulting engineer to conduct a landfill airspace audit for all landfill site/s. To allow for informed future landfill planning in relation to the amount of remaining available airspace within each constituent LM of the WRDM.</p> <p>To ensure that all weigh-bridges within the WRDM are properly functioning, managed and that the level of reporting achievable (each weigh-bridge) is appropriate for inclusion into the Gauteng WIS.</p> <p>To highlight landfill management non-compliances, with a view to addressing the current challenges and achieving compliance to the conditions of landfill permits.</p>
WRDM	Pilot Material Recovery Facility (District Level) - Planning	To be implemented within the district	To use this project as a pilot project to streamline and “fine tune” the potential establishment of similar such projects (MRFs), at LM level, at other landfill sites within the WRDM. A subsidiary goal of the project would be to reduce the volume of waste deposited at the Libanon landfill site through cost effective and efficient recycling at the landfill site. The project should present no financial burden to either the WRDM or WLM and should represent a sustainable model for implementation wherever possible throughout the WRDM.
Randfontein Local Municipality	CBD Recycling Pilot Programme	Within WRDM	Functional, profitable and self-sustaining recycling/Buy-Back Centre within the Randfontein CBD that is easily accessible to businesses and informal reclaimers/litter pickers.

WRDM	Development of the Climate Change Strategy for WRDM	To be compiled for the district	To address impacts caused by unpleasant climatic conditions in the regions. This strategy will also outline adaptation & Mitigation measures.
WRDM	Green IQ Projects and related Socio Economic Programmes	To be implemented within the district	Green IQ Strategy to identify implementation projects on short/ medium and long term.
WRDM	Green IQ awareness: Exhibitions and shows	To be implemented nationally/ internationally	Exhibition of Green IQ projects
WRDM	Bontle ke Bothe	To be implemented within the district	Provincial programme to be rolled out.
WRDM	Arbour day	To be hosted within the district	Provincial programme to be rolled out
WRDM	Environmental awareness day	To be hosted within the district	Provincial programme to be rolled out
WRDM	Removal of invader plants	To be implemented within the district	Eradication of Alien Vegetation
WRDM	World Wetland Day	To be hosted within the district	Provincial programme to be rolled out
WRDM / Local Municipalities	Development of parks and recreational facilities.		Development of parks and recreational facilities in conjunction with local municipalities and external stakeholders.
WRDM/ Local Municipalities	Development of nurseries		Development of nurseries in conjunction with local municipalities and external stakeholders.

REGIONAL PLANNING			
WRDM	New Regional Land Use Scheme for the West Rand	To be implemented within the district	Implementation and compilation of a uniform new Land Use Management Scheme is required by law. Objective of the scheme is amalgamation of all previous town planning schemes and create a new scheme that will incorporate environmental and transport issues.

WRDM	Uniform GIS system for land use management	To be implemented within the district	Need to create a district wide GIS based system that will operate in accordance with the newly formulated Land Use Management Scheme for the district. See project as described above. Data base to be created on a regional level of all existing and future developments, transportation data, subdivision applications, geological / environmentally sensitive areas etc.
	Green IQ		40 000 trees to be planted within the West Rand
Westonaria Local Municipality	Formulation of a precinct plan for the Syferfontein area	-	<p>The Syferfontein area is envisaged to become a major developmental node in the near future. Strategic planning intervention is required to ensure that all social, economical and infrastructural requirements are provided for and aligned.</p> <p>This area will host one of the biggest low cost housing schemes within Gauteng (Approximately 55 Households) and is already attracting various industrial development applications that is currently being approved on a adhoc basis by the Westonaria Local Municipality</p> <p>Seen in the light of the above mentioned an integrated precinct plan is required to ensure the formulation of a policy that will guide development within this area.</p> <p>This precinct plan should also consider amongst other issues, public transport networks and infrastructure, traffic calming measure, allocation of industrial and commercial stands, social amenities such as schools, clinics, opens spaces, clinics, police station etc.</p>

TRANSPORTATION PLANNING

WRDM	Policy formulation: Transportation of hazardous goods (Continued)	To be compiled for the district	Seen in the light of the aforementioned the formulation of a uniform hazardous goods policy is required within the WRDM. This policy will form the basis for the creation of future bylaws and law enforcement actions to be implemented.
WRDM	Taxi rank audit CPTR / OLS Information	To be compiled for the entire district	CPTR / OLS Information of the public transport sector is required to be compiled by the WRDM in terms of the National Land Transport Act 5 of 2009.
WRDM	Weighbridge implementation	Implementation of options: Delporton / Pinehaven.	Agreement to centralize and effect existing weighbridge facilities. (Gautrans/ Mogale City LM)
WRDM	Public Transport Month	To be hosted within the district	Programme to be hosted within the WRDM that supports the provincial wide public transport initiative. Programs aims to: Raise awareness about the role of transport in growing and

			developing the economic base of SA
WRDM	Leratong Intermodal Facility	Regional Project together with DRT and DED	Development of intermodal facility at Leratong to cater for taxi, rail and buses.
WRDM	Transport Logistics Hub	Regional Project together with Blue IQ/ DRT and DED	Establishment of transport logistics hub for West Rand. Economic catalyst for transport logistics.
WRDM	Shova Kalula bicycle project (pedestrian safety)	To be compiled for the entire district	An integrated non-motorised plan needs to be compiled for the West Rand. This project aims to look at the safety issues and the integration of cycling, pedestrian and vehicle infrastructure / movement, with specific reference to areas that have benefitted from the Shova Kalula project.
WRDM	Public Passenger Transport Summit (Green IQ)	To be hosted for the entire district	Promotion of public transport/ roll out of non-motorised transport and learner transport policies
WRDM	Transport Master Plan	To be compiled for entire district	A Transport Master Plan for the area of jurisdiction of the WRDM needs to be prepared so as to align all road and transport planning towards amalgamation of all locals and the district municipality into one Unicity (Category A Municipality)
WRDM	Roll out of subsidised bus services in the West Rand	To be done in conjunction with Gauteng Province	Identification of 3 corridors to start pilot project on subsidised bus services in the West Rand.

HUMAN SETTLEMENT			
WRDM	Green IQ: Human Settlement Indaba	To be hosted for the entire district	Green construction methods/ landscaping etc./ affordable housing
WRDM	Community awareness programme: Housing related issues	To be compiled for the entire district	Information campaigns on solar heating/ bond requirements etc.
WRDM	Processing of Accreditation Process	The rationale behind this move towards accreditation is rooted in the Constitution and lies within the logic of good and co-operative governance, as well as the promotion of a developmental local government that responds to the needs of citizens. The accreditation will assist in making this collaborative effort work more smoothly.	

WRDM	Social Housing Programme	The Social Housing programme seeks to provide a rental or co-operative housing options for low-income persons at a level of scale and built form which requires institutional management and which is to be provided by accredited social housing institutions and in designated restructuring zones.
WRDM	Informal Settlements Management Programme	The integrated informal settlement-upgrading programme constitutes a targeted response to the proliferation of informal settlements and provides for the in situ upgrading of informal settlements on land suitable for housing development. It also seeks to address the diversity of housing needs of these settlements by providing various housing solutions and supports the development of social and economic amenities required by the community.
WRDM	Mining towns – collation of data (Housing Chapter)	The purpose of this document is to compile an implementation strategy and programme intended to provide guidance on the development of sustainable human settlements throughout the West Rand specifically aimed at the mining villages.
WRDM	Facilitation of the establishment of Rental Housing Tribunal Information Offices	The legislative framework provides that Local Authorities <u>may establish Information Offices</u> to assist the Rental Housing Tribunal to regulate and promote stability in the Rental Housing Sector and facilitate consumer education where landlord or tenant rights and obligations are concerned.
WRDM	Land Audit	To determine ownership of land/ relevant land uses etc and to capture this information on a Geographical Information System (GIS)
WRDM	Human Settlements Information Session	As a way of building awareness and enhancing communication in the sector of housing and human settlement, information sessions are expanded to ward level.
WRDM	West Rand Human Settlement Forum	It was decided to revive the West Rand Housing Forum (WRHF), but under the name West Rand Human Settlement Forum (WRHSF) in order to accommodate the national shift from providing not only housing but to provide human settlements

WEST RAND HUMAN SETTLEMENT PLAN SHORT TERM PROJECTS

Municipality	Project name and description	Ward
Mogale City Local Municipality	Completion of Short Term Housing Projects in Urban Areas	<ul style="list-style-type: none"> - Munsieville North X5 - Luipaardsvlei/Sinqobile X1 - Leratong Phase 1 - Rietvallei - Chief Mogale Phase 2
	Completion of Short Term Housing Projects in Rural Areas	<ul style="list-style-type: none"> - Portion 1: Vogelzang - Portion 265 - Portion 38/198 Hartbeesfontein

		<ul style="list-style-type: none">- Portion 89, 206, 371 Nooitgedacht- Portion 44 Rietfontein- Ethembalethu- Portion 26 Kromdraai- Portion 110 Wolwekrans
	Initiate new Hostels Upgrading Projects: Boiketlo, Kagiso Green and Kagiso Old (Short Term)	
	Conduct Social Housing Feasibility Assessment for Western CBD Precinct	
	Conduct Feasibility Study for Noordheuwel X4 – Rangeview X4 Inclusionary Housing	
	Implementation of Nooitgedacht Phase 1 on municipal land	
	Compile Housing Plan and Implementation Strategy for broader Nooitgedacht Precinct near Cosmo City and Lanseria	
	Feasibility Assessment to find additional land to accommodate demand in Magaliesburg	
	Preparatory planning on Vogelzang Remainder at Hekpoort	
Municipality	Project name and description	Ward
Randfontein Local Municipality	Completion of Short Term Housing Projects in Urban Areas	<ul style="list-style-type: none">- Droogeheuwel- Middelvlei/Mohlakeng X14- Middelvlei/Mohlakeng X12- Middelvlei/Mohlakeng X5
	Completion of Short Term Housing Projects in Rural Areas	Badirile X2
	Feasibility Study for Social Housing in Uncle Harry's	
Municipality	Project name and description	Ward
Westonaria Local Municipality	Completion of Short Term Housing Projects in Urban Areas	- Borwa
	Decision on Implementation of Thusanang Project	
	Preparatory work on Syferfontein (Optional)	

Municipality	Project name and description	Ward
Merafong City Local Municipality	Completion of Short Term Housing Projects in Rural Areas	<ul style="list-style-type: none">- Khutsong South X5 (Inclusionary Housing)- Portion 83- Kokosi X6- Kokosi X7 (Inclusionary Housing)- Wedela X3- Fochville X8 (Inclusionary Housing)
	Initiation of Human Settlement Projects around Khutsong and Welverdiend	
	Identification of appropriate solutions to accommodate the East Driefontein predominant rental demand of 5462 units	
	Identification of additional land to accommodate surplus in West Wits area (75 families)	
	Formulation of a strategy on the future utilisation of mining towns/ villages once mining activity terminates	
BASIC SERVICE DELIVERY (INFRASTRUCTURE & HOUSING)		
Region	Super Infrastructure	ALL
		The amalgamation of numerous studies into a comprehensive one that will show the entire picture,

	Master Plan		indicate knock on effects, show short-medium-long term issues to be addressed inclusive of estimates.
Regional	Regional Renewable Energy Plan	ALL	Investigate renewable energy options as applicable to the District.
Regional	Energy renewal (projects)	ALL	Installation of LED high mast lights and retrofitting of existing streetlights. Solar panelling where there is no connection to the electrical grid
Regional	Regional Cemetery Feasibility	ALL	Investigate the need for a regional facility.
Regional	Link roads	ALL	The construction of a link road, 2,7 km, between Toekomsrus and Rietvallei Ext 3
Regional	Green Building Agenda	ALL	Retrofitting of public buildings with LED luminaries/ solar panels etc.

TOURISM ADVERTISING		
Branding of Green Tourism	To target Gauteng & nearby provinces	Branding of the West Rand as a green area through better communication; selling the 2016 vision through one tourism brand; integration and synergy with Local Municipalities; Co-brand sponsor of annual events, e.g. 3rd Wine Festival; advertising of the tourism events to be held in the West Rand during the 2014/15 financial year.
TOURISM DEVELOPMENT		
Development of Green Tourism	To be compiled for & implemented in the district	Development of a Green Tourism Events Calendar; cultural township festivals with a focus on greening; development of a green tourism map for the area; expansion of the green tourism routes developed or are in the process; Water / River Based Multi-use Visitor Recreation Complex(es) & Greening/Beautification and Scenic Enhancement 13
Regional Tourism Organisation	To be implemented within the district	Establishment of the Regional Tourism Organisation
Tourism Research		Research to be undertaken to inform all tourism activities and projects, e.g. determine tourism growth or decline in the region; address signage as a regional collaborative project; safety & security issues
TOURISM MARKETING		
Marketing of Green Tourism	To participate on behalf of, hosted and implemented in the district	National & international marketing exposure of the Green West Rand to the media and tour operators, e.g. Indaba International Show; rewarding service excellence in the green tourism industry of the West Rand; Marketing and developing of N12 Treasure Route; identifying and implementing more projects/activities, especially annual events during Tourism Month; addressing interdepartmental integration, e.g. with arts, crafts, heritage and sport.

ENTERPRISE DEVELOPMENT

BBBEE Strategy	To be implemented within the district	A comprehensive BBBEE Strategy, which is an important business imperative, to ensure a prosperous West Rand and to ensure that transformation is achieved at all levels
SMME Business Network	To be hosted for the entire district	To host an annual event whereby all Government agencies will inform SMMEs about compliances, financial and non- financial support, etc.; disseminate business information on quarterly bases in order to sensitize small businesses about business opportunities offered by Government
Business Sector Incentive Schemes	To be implemented within the district	To directly assist SMMEs based on their need as per LED priorities, also addressing transformation.
Sector Forums Review	To be implemented within the district	Ensure well-coordinated sustainable business formations that will be aligned to national business organisations and forge partnerships with major industries and Mining Houses, especially on funding, project identification and job creation, e.g. utilising of graduates
SMME Training		Training of small businesses based on identified needs and also investigating the development of training institutions, e.g. colleges & university in the area.
Cooperative Development	To be compiled & implemented for the district	To develop a policy document that will be favourable to cooperatives; to support cooperatives in the district to become sustainable; to ensure that projects comply with legal regulations as required by law.

RURAL DEVELOPMENT & AGRICULTURE

Identification of land ownership ((LRAD and SLAG Programmes) and agricultural activities	To be compiled for the entire district	Database of agricultural land and protection within SDF; develop agricultural hubs, activities and profiling of beneficiaries; database to guide farming directives; link emerging farmers with commercial farmers; assist in roll out of agrarian strategies
Agricultural Exhibition with Farmer Support	To be hosted and implemented within the district	Roll out of assistance programmes to emerging farmers; fostering relationships with Agri SA and other agricultural forums; grant opportunity for exhibition of farming equipment etc./ skills transfer to emerging farmers, etc.
Food security		Purchase seedlings for emerging farmers, household self-sustainability programmes, roll out of school gardens, community gardens and homesteads.
Merafong Flora		To address social economic challenges with the main focus on partnership with the community by producing & selling cut foliage and flowers, both to the national & international markets
Fresh Produce Hub		Implementation of a fresh produce depot within the District. Planning has been completed and it now needs to be implemented.

STRATEGIC GOAL 2: Health and Social Development

STRATEGIC OBJECTIVE: 2.1 Health services (Municipal health, health programmes) and 2.2. Social development programmes (HIV and Aids prevention, sports, arts and culture programmes, social development programmes directed at vulnerable groups)

HEALTH AND SOCIAL DEVELOPMENT		
	Health Information System	Development of a Health Information System to manage all health related data especially environmental health and link to the PHC information system
	Support of Regional Carnival	Coordination and support of regional carnival troupes to participate in the provincial carnival
	West Rand Athletics Tournament	Hosting a tournament of the winning teams from various athletics sporting codes from the four local municipalities giving them an opportunity to advance to provincial level.



KPA: PUBLIC PARTICIPATION AND GOOD GOVERNANCE

STRATEGIC GOAL 4: Sustainable Governance for Local Communities

STRATEGIC OBJECTIVE: 4.1 Broaden Local Democracy; 4.2 Local Government Accountability

OFFICE OF THE EXECUTIVE MAYOR	
Caucus Outreach Programme	The objective of the programme, called "Taking Caucus to the People, is to interact with the residents and stakeholders in our communities pertaining to the implementation of government's service delivery programmes and attend to issues that people may like to bring to the attention of government
Chief Whip's Forum	
Caucus Oversight Visits	At present, the concept of 'oversight' is generally conceived in terms of the implicitly proactive 'watch-dog' role to be played by an elected Public Representatives and is a function of the executive and administrative arms of government.
Women's Caucus	The Caucus intends to launch the Multiparty Women's Caucus. The caucus will consists of all female Councilors of the District and all four locals. The establishment of the caucus is aimed at highlighting women's perspective and focus in the institution's activities while also seeking to influence discussion of Women issues within Council.
Caucus Lekgotla	The objective of Caucus Lekgotla can be defined as a platform whereby the Executive get an opportunity to present their reports to the entire caucus and get feedback. It will analyse progress on implementation of Council resolutions and develop a plan going forward. The deliberations further will take into consideration the interaction between the Locals and the District as well as the functionality of different forums.
Caucus Training	
<i>Youth/Education Programmes</i>	
Youth Cooperatives Support.	
Mayoral School Tournament	
Orphans' Visit To Johannesburg Zoo	
Matric Top Achievers Awards	
Mayoral Education Support Programme	
Youth Summit	
Youth Economic Workshops	

<i>Speakers Forum</i>
Public Participation Programmes
Petitions Workshop
Council Meetings
Speakers Outreach Programmes
<i>MPAC Programs</i>
Monitoring And Evaluation Workshop
Research Programs
Moral Regeneration programmes
Sectoral Meetings
<i>Gender</i>
Women's Month Celebration (Internal and External)
Workshop on legislation that seeks to protect the rights of Women particularly rural areas.
Commemoration of International Day for Elderly people
Workshop for Granny Headed Households
16 Days of Activism for no violence against women and children
Launching of West Rand District Forum Gender Forum and Developing a Regional Gender Policy
Speaker's Imbizo on Gender sectorial issues.
Men's Dialogue (Internal and External)
Workshop on Business Co- operative.
People with disabilities
<ul style="list-style-type: none"> ▪ West Rand Disability Forum Launching and Policy Drafting. ▪ Casual Day Awareness Campaign and Fundraising for protected workshops. ▪ Participation of NPOs of People with Disabilities on Mandela Day. ▪ Disability Sports Awareness Campaign and Mainstreaming. ▪ Participation of WRDF on Provincial Disability Parliament. ▪ Commemoration of International Day for People with Disabilities. ▪ Workshop on Human Rights Awareness. ▪ HIV/AIDS Workshop. ▪ Agricultural programmes for centres of People with Disabilities.

5. LOCAL MUNICIPALITIES' 2015/16 COMMUNITY NEEDS AND PROJECTS FOR IMPLEMENTATION



5.1. MOGALE CITY LOCAL MUNICIPALITY 2015/16 COMMUNITY NEEDS AND PROJECTS FOR IMPLEMENTATION

FUNDED PROJECTS								
MUNICIPALITY	KEY PERFORMANCE AREA	PROJECT NAME	REF NO.	FUNDING SOURCE				BUDGET
				FUNDING SOURCE:OWN FUNDING	FUNDING SOURCE:DBSA LOAN	FUNDING SOURCE:MIG	FUNDING SOURCE:NDPG	2014/2015 TOTAL ORIGINAL BUDGET BEFORE TRANSFERS
MOGALE CITY	FINANCIAL VIABILITY AND MANAGEMENT	MUNICIPAL FINANCIAL MANAGEMENT						
		Supply Chain Management		3 000 000	-	-	-	3 000 000
		Expansion of SCM Offices	no	3 000 000				3 000 000
	1.2 LOCAL ECONOMIC DEVELOPMENT	ECONOMIC SERVICES						
		Sustainable Human Settlement						
		Construction of New Offices		3 000 000	-			
		Rural Development		6 000 000	30 000 000	-	-	44 000 000
		Commonage Infrastructure Support	1	1 000 000	-			1 000 000
		Land Acquisition:Lindley WWTW	1		10 000 000	-	-	10 000 000
		Land Acquisition: Magaliesburg Cemetry & Land Settlement	1		20 000 000			20 000 000

		Site & Services Installation	1	5 000 000	-			10 000 000
		Installation of Enviro-Loose toilets	1	-	-			3 000 000
		Land Acquisition	1	-				
		Enterprise Developoment		569 576	-	-	-	600 000
		Construction of 16 hawkers trading gazebos	1	169 576				200 000
		Tourism Signage	1	400 000				400 000
		Development and Planning						
		NDPG Capital Grant	1	-			30 210 000	20 000 000
	BASIC SERVICE DELIVERY AND INFRASTRUCTURE	INTEGRATED ENVIRONMENTAL MANAGEMENT						
		Administration						
		IEM Office Expansion	no	3 405 970				2 000 000
		Parks Management		8 685 971	-	15 806 621	-	24 003 799
		Sterkfontein Munsieville Cemetery Road Network	2	-				280 000
		Burgershop Cemetery Fencing	2	250 000				370 000
		Small Parks development and Upgrading	2	800 000				800 000
		Electrification of rural cemeteries	2	-				150 000

		Old Kagiso Miners Area Side Fencing	2	200 000				200 000
		Minor Plants and Tractor Equipments	2	75 000				75 000
		Kagiso Cemetery Upgrading Phase 1	2	0				389 596
		Replacement of fences: Game Reserve	2	7 220 000				7 220 000
		Kagiso Cemetery Upgrading Phase 2	2	0		4 999 688		9 453 968
		Muldersdrift Park Development	2	-		3 125 729		1 367 546
		Coronation Park Development	2	-		894 766		500 000
		Magaliesburg Park Development	2	140 970		2 167 625		1 367 546
		Munsieville Park Development	2	-		4 618 813		1 562 108
		Rural cemeteries upgrading	2	-0				268 034
		Municipal Health		950 000	5 000 000	3 659 162	-	11 296 107
		Luipaardsvlei Landfill Site - Phase 4	2		5 000 000	3 659 162		9 296 107
		Fencing Luipaardsvlei Landfill site and Magalies	2	500 000	-	-		500 000
		Construction of new landfill or transfer station	2	-	-	-		1 300 000
		Air quality equipment	2	200 000	-	-		200 000
		Installation of Gas Monitoring Probes	no	50 000				-
		Installation of Weighbridge Software	no	200 000				-
		SOCIAL SERVICES						

		Administration		300 000	-	-	-	-
		Construction of Guard House		300 000				
		Social Upliftment		500 000	-	-	-	1 600 000
		Refurbishment and Furniture and Equipment for Sinqobile ECDC	1	500 000				100 000
		Upgrade of Kagiso Pre-Primary School		-				1 500 000
		Refurbishment of Burgershoop ECDC		-				
		Refurbishment of Inkwenkwezi ECDC		-				
		Recreation - Sports and Swimming Pools		8 034 950	-	12 391 600	-	27 491 600
		Upgrade Kagiso Swimming Pool	1	-				500 000
		Rehabilitation of Krugersdorp West Swimming Pool	1	6 850 000				5 000 000
		Upgrade of Muldersdrift Sports Complex	1	500 000				500 000
		Upgrade of Rietvallei 2 & 3 Sport Complex	1	234 950				200 000
		Kagiso Sport Complex	1	-		2 269 750		4 269 750
		Azaadville Sport Complex(Rainbow Stadium)	1	-		6 121 850		11 621 850
		Lusaka Sport Complex	1	300 000		1 500 000		1 500 000
		Kagiso Ext 13 Sport Complex	1	-		2 500 000		3 750 000
		Turf Maintenance Equipment	no	150 000		-		150 000

		Libraries		-	-	-	-	-
		Construction of Guard Houses for Kagiso ext12 and Talton Libraries	1					-
		Heritage		2 300 000	-	-	-	4 000 000
		Refurbishment of Ubuntu Arts and Culture Centre	1	2 300 000				4 000 000
		INFRASTRUCTURE SERVICES						
		Water and Sanitation		7 075 324	87 000 000	30 272 283	-	138 132 856
		Water		1 054 458	70 000 000	10 941 782	-	85 412 139
		Pre-Payment Water Meters	1		25 000 000	7 941 782		32 412 139
		Kagiso Ext 13 Water Pipeline Replacement, 22km,75mm,Upvc	1		7 000 000	-		7 000 000
		Krugersdorp West-Water Pipeline replacement	1		7 000 000	-		7 000 000
		Krugersdorp & Rietvallei Water Pipeline replacement	1		5 000 000	-		5 000 000
		Mindalore Water Pipeline replacement, 22km,75mm,asbestos cement	1		2 500 000	-		500 000
		Replacement of Munsieville Proper Water Pipeline	1		2 500 000	-		6 500 000
		Telemetry for Water Reservoirs, pump stations and related software	no		5 000 000			5 000 000
		Magaliesburg Reservoir Resealing	1		3 000 000	-		3 000 000

		Chief Mogale Bulk Water	1		12 000 000	-		12 000 000
		New Muldersdrift Reservoir	1	-	1 000 000	-		2 000 000
		Rural Water & Sanitation	1	-		3 000 000		3 000 000
		New Kenmare Reservoir & Pump Station (Feasibility Studies)	1	500 000				500 000
		Munsieville Water Pumpstation	1	-				500 000
		New 5MI/day Munsieville Reservoir	1	-				500 000
		Dr. Sefularo Water Project	1	500 000				500 000
		Kenmare Reservoir Reseal for water tightness		54 458				-
		Sanitation		6 020 865	17 000 000	19 330 501	-	52 720 717
		Chief Mogale Bulk Sewer			10 000 000			10 000 000
		Millsite Outfall Sewer	1	2 755 758				8 000 000
		Lindley WWTW Phase 1			2 000 000			2 000 000
		Percy Stewart 10 Ml Upgrade - Civil Works	1					-
		Replacement of Kagiso & Rietvallei sewers			5 000 000			3 000 000
		Flip-Human Water Care Works Phase 2	1	-		9 330 501		12 615 609
		Flip Human Water Care Works Mechanical & Instrumentation Phase 2	1	1 285 108		-		3 285 108
		Magaliesburg Water Care Works	1	-		10 000 000		10 000 000
		Expansion Water & Sanitation Laboratory - phase 1	1	-				900 000

		Dr. Sefularo Sewer Project	1	512 020				400 000
		Hekpoort WWTW Phase 1	1	-				400 000
		Capitalized Operational Items	1	810 000				200 000
		Specialised equipment	1	-0				1 800 000
		Furniture and office equipment	no	80 000				120 000
		Munsieville Bulk outfall sewer	1	77 980				-
		Muldersdrift Bulk Outfall Water		500 000				
		Roads and Stormwater		900 000	39 000 000	35 396 119	-	76 053 882
		PR2 Rietvallei Ext Roads & Stormwater	1			1 400 000		
		PR3 Kagiso Ext 13 Roads and Stormwater	1			4 000 000		4 000 000
		PR5 Rietvallei Ext 5 Roads and Stormwater	1	-		11 000 000		13 220 918
		PR7 Muldersdrift Rural Areas Roads and Stormwater	1		-	10 500 000		18 300 000
		PR9 Ga-Mohale Roads & Stormwater				18 810		
		PR15 Western Rural Areas Roads and Stormwater	1	-		5 632 964		5 632 964
		PR16 Sinqobile Phase 3 Roads and Stormwater	1		6 000 000	2 844 345		
		Roads Resurfacing & Rehabilitation	1		12 376 617	-		12 000 000
		Paardekraal Drive Resurfacing and Rehabilitation	1		4 623 383	-		5 000 000

		Kagiso and Extensions Stormwater Upgrading Stage 1 construction	1		1 000 000			1 000 000
		Lusaka Proper Wagtail Loop Road Construction	1	-	2 500 000			3 000 000
		Chief Mogale Bulk Roads and Stormwater Stage 1 construction	1	-	12 000 000			12 000 000
		Robert Broom Drive Widening	1	-				500 000
		Speed Calming Measures	1	900 000				900 000
		Taxi Ranks Upgrading	1	-				500 000
		Protea DAL, Chancliff, Noordheuwel and Rangeview Roads and Stormwater construction	1					-
		Kagiso ext 14 Roads and Stormwater			500 000			
		Renaming of Street Names		-				
		Energy Services Section		9 806 500	78 500 000	-	-	94 400 000
		Electricity Backlogs	1		-			-
		Condale Substation upgrading of capacity	1		30 000 000			30 000 000
		Condale to Boltonia New O/H Transmission Line	1		5 000 000			5 000 000
		Upgrading of transmission line between factoria and libertas	1		15 000 000			15 000 000
		Spruit 1x20 MVA Transformer+ Substation Upgrade	1		5 000 000			5 000 000

		Rangeview Ext 2 Electrical Distribution	1		6 000 000			6 000 000
		New Protea Dal Distribution Substation	1					-
		Intergration of new Reservoir Substation supply into Munsieville	1		5 000 000			5 000 000
		Munsieville Electricity Smart Grid Project						
		Electricity Demand Side Management	1		5 000 000			9 000 000
		Muldersdrift Beyers Naude and Nooitgedacht new traffic light, street light and high mast lighting	1		-			-
		New Streetlighting - K13	1		4 500 000			4 500 000
		New Streetlighting - Ga Mohale	1	3 400 000				3 400 000
		Indigent prepayment installations	1		3 000 000			3 000 000
		Chamdor 2x40 MVA Transformers	1	-				500 000
		Replacement of low voltage assets	1	-				1 500 000
		Over Head bare wire connection to underground cable	1	1 500 000				1 500 000
		High & Medium Voltage Emergency Spares	1	4 906 500				5 000 000
		Building Facilities		6 500 000	-	-	-	8 500 000
		Upgrade of Johanna Botha Sport complex(installation of the cable network)	1	1 100 000				3 500 000
		Green Hostel Refurbishment	1	5 150 000				1 000 000

		General Building Upgrade(Paul Kruger Community Hall)	1	-				3 000 000
		Abulution facilities & Change rooms Chamdor Yard	no	250 000				1 000 000
		Fleet Management		4 000 000	-	-	-	100 000
		Mechanical Portable Welder	no	-				100 000
		Buy-Back of leased vehicles		4 000 000				
	INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION							
		CORPORATE SUPPORT SERVICES						
		Corporate Service Administration		1 050 000	-	-	-	2 400 000
		Renovating of Printing Shop	no	50 000				400 000
		Renovating of Council	no	1 000 000				2 000 000
	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	OFFICE OF THE MUNICIPAL MANAGER						
		Internal Audit						934 000
		Internal Audit & Performace Software (Funded by MSIG)	3					934 000

5.2 MERA FONG CITY LOCAL MUNICIPALITY 2015/16 COMMUNITY NEEDS AND PROJECTS FOR IMPLEMENTATION

FUNDED PROJECTS						
MUNICIPALITY	KEY PERFORMANCE AREA	PROJECT NAME	REF NO.	BUDGET	FUNDING SOURCE	STATUS OF THE PROJECT
MERA FONG CITY LOCAL MUNICIPALITY	Financial Viability and Management	Furniture and Equipment		R 5 000 000.00	Revenue	Operational project, to be taken out from capital projects
	Local Economic Development	Informal Trading Area (Phase 2) - Carletonville		R 2 645 412.00	MIG	45% complete
		Heritage Site Development (Phase 2)		R 1 500 000.00	Revenue	project removed on adjustment budget
		Heritage Site Development (Phase 1)		R 53 255.00	Revenue	100% COMPLETED
		Business Hive - Greenspark		R 3 000 000.00	MIG	85 % complete
		Construction of New Roads - Kokosi		R 5 000 000.00	External Loan	2.458 km Copleted
		Construction of New Roads - Khutsong		R 15 000 000.00	External Loan	45% completed
		Construction of New Roads - Wedela Township		R 3 000 000.00	External Loan	procurement stage
		Roads and Stormwater - Greenspark Ext 1		R 29 700 000.00	MIG	27 % complete
		Ring Roads (Phase 2) - Kokosi Ext. 5		R 38 979 370.00	MIG	10 % completed
		Fencing of Airfield		R 7 749 111.00	Human	35% complete

	Basic Service Delivery and Infrastructure				Settlement Grant	
		Construction of Roads over Rail Bridge and Upgrading of P89-1 (Phase 1) - Khutsong South		R 7 000 000.00	Human Settlement Grant	80 % complete
		Bulk Stormwater: Western Canal		R 29 744 710.00	Human Settlement Grant	PROJECT SUSPENDED NO FUNDING
		Bridge Over Stormwater Culverts - Wedela		R 1 000 000.00	Revenue	procurement stage
		Resealing of Annan Road		R 7 553 240.00	Revenue	completed
		Pedestrian Bridge and Fencing - Greenspark		R 6 954 768.00	MIG	88 % complete
		Installation of Internal Services (Lost Stands)		R 5 800 000.00	Human Settlement Grant	procurement stage
		Re-Pegging of Site		R 170 932.00	Human Settlement Grant	procurement stage
		Bulk Sub-Station (Eskom) - Fochville		R 7 900 000.00	External Loan	Eskom driven project
		Extensions Electrification - Khutsong South		R 6 000 000.00	Department of Energy	90% complete
		Main Substation Upgrade - Fochville		R 15 000 000.00	External Loan	initiation stages
		Bulk Substation (Eskom) - Khutsong South		R 10 000 000.00	External Loan	procurement stage
		Street Lights (Phase 2) - Merafong		R 3 000 000.00	MIG	tender stage
		Efficient Demand Management		R 4 000 000.00	Efficient Demand Management	awaiting funding from DOE
		Bulk Supply Secondary Network - Khutsong South		R 2 335 133.00	Revenue	100% COMPLETED

	Electrification (Phase 2) - Khutsong South		R 1 707 622.00	Department of Energy	100% COMPLETED
	Water Conservation and Water Demand Management Programme Implementation		R 5 370 000.00	Revenue	79 % complete
	Rehabilitation of Khutsong Wet Services		R 6 094 537.00	Revenue	procurement stage
	Khutsong Ext. 1, 2 & 3		R 32 989 050.00	Human Settlement Grant	861 UNITS BUILD
	Multi-Purpose Community Centre - Khutsong		R 1 500 000.00	MIG	planning and design stage
	Informal Sports Facilities - Khutsong and Greenspark		R 1 500 000.00	Revenue	Project temporarily suspended cash flow
	Upgrade Waverdiend Sport Stadium		R 780 000.00	Revenue	procurement concluded awaiting implementation
	Upgrading Khutsong Proper Stadium		R 1 136 241.00	MIG	90 % complete
	Construction of Carletonville Waste Management Depot		R 1 500 000.00	MIG	planning and design stage
	Parks Development - Kokosi		R 1 500 000.00	Revenue	procurement stage
	Installation of Concrete Palisade Fence at Piet Viljoen Park		R 1 500 000.00	Revenue	100% COMPLETED
	New Driver's Licence Centre (Carletonville)		R 1 900 000.00	Revenue	85 % completed
	Construction of Emergency Houses		R 1 400 000.00	Revenue	procurement stage
	Waterproofing in Carletonville Library		R 500 000.00	Revenue	100% COMPLETED
	Greenspark Community Hall		R 700 000.00	Revenue	85 % complete
	Waverdiend WWTW		R 2 106 591.00	Human Settlement Grant	Design stage not completed

		Sewer Welverdiend Pumpstation Bulk Services - Khutsong 1, 2 & 3 (2)		R 2 004 843.00	Human Settlement Grant	99 % complete
		Wonderfonteinspruit Outfall Sewer		R 135 691.00		95% complete
	Institutional Development and Organisational Transformation	Upgrade to Maximo 7.5		R 500 000.00	Revenue	suspended due to cash flow challenges
		Upgrade to ArcGis 10		R 75 000.00	Revenue	100% COMPLETED
		Upgrading of new Sound System (New Council Chambers)		R 500 000.00	Revenue	100% COMPLETED
		Audio Video System/ Mayor and Speaker		R 100 000.00	Revenue	100% COMPLETED

**5.3 WESTONARIA LOCAL MUNICIPALITY 2015/16
COMMUNITY NEEDS AND PROJECTS FOR
IMPLEMENTATION**

5.4 RANDFONTEIN LOCAL MUNICIPALITY 2015/16 COMMUNITY NEEDS AND PROJECTS FOR IMPLEMENTATION

To be tabled



SECTION J:

6. ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES

6.1 STRATEGIC GOALS AND OBJECTIVES LINKAGES AND ALIGNMENT WITH KEY EXTERNAL DIRECTIVES

STRATEGIC GOALS AND OBJECTIVES	LINKAGE WITH OUTCOME 9 OUTPUTS	VISION 2016 LINKAGE	LINKAGE WITH NATIONAL OUTCOMES	LINKAGE WITH NDP OBJECTIVES
<ul style="list-style-type: none"> • Regional development planning <ul style="list-style-type: none"> ○ Development planning (human settlements management support, district spatial development planning, district transport systems planning, rural development planning) 	<p>Improve access to basic services (Output 2)</p> <p>Implement the community work programme and cooperatives support (Output 3)</p>	<p>Spatial integration (A)</p> <p>Physical Infrastructure (B)</p> <p>Economic Development (c)</p> <p>Social Development (D)</p> <p>Environmental Management (E)</p>	<p>Long and healthy life for all South Africans (Outcome 2)</p> <p>All people in South Africa are and feel safe (Outcome 3)</p> <p>Decent employment through inclusive economic growth (Outcome 4)</p> <p>An efficient, competitive and responsible economic</p>	<p>Economic infrastructure (2)</p> <p>Environmental sustainability and resilience (3)</p> <p>Inclusive rural economy (4)</p> <p>South Africa in the region and the world (5)</p> <p>Transforming human settlements (6)</p> <p>Improving education, training and innovation (7)</p>
<ul style="list-style-type: none"> ○ Economic development (tourism, enterprise development, green economy, greening) 	<p>Actions supportive of human settlement outcomes (Output 4)</p>			
<ul style="list-style-type: none"> ○ Bulk infrastructure support (planning, project coordination, network coordination, project performance monitoring) 	<p>Improve municipal financial and administrative</p>			

<ul style="list-style-type: none"> ○ Environmental management (planning, project coordination, monitoring) 	capability (Output 6)		<p>infrastructure network (Outcome 6)</p> <p>Vibrant, equitable, sustainable rural committees contributing towards food security for all (Outcome 7)</p> <p>Sustainable human settlements and improved quality of household life (Outcome 8)</p> <p>A responsive, accountable, effective and efficient local government system (Outcome 9)</p> <p>Environmental assets and natural resources that are well protected and continually enhanced (Outcome 10)</p>	
<ul style="list-style-type: none"> • Health and social development <ul style="list-style-type: none"> ○ Health services (Municipal health, health programmes) ○ Social development programmes (HIV and Aids prevention, sports, arts and culture programmes, social development programmes directed at vulnerable groups) 	<p>Improve access to basic services (Output 2)</p> <p>Implement the community work programme and cooperatives supported (Output 3)</p>	Social Development (D)	<p>Quality basic education (Outcome 1)</p> <p>Long and healthy life for all South Africans (Outcome 2)</p>	<p>Health care for all (8)</p> <p>Social protection (9)</p> <p>Nation building and social cohesion (13)</p>

<ul style="list-style-type: none"> Public safety services <ul style="list-style-type: none"> Integrated emergency services Disaster management Community safety (eg. evictions, social crime prevention, policing, traffic coordination) 			<p>Long and healthy life for all South Africans (Outcome 2)</p> <p>All people in South Africa are and feel safe (Outcome 3)</p> <p>Create a better South Africa and contribute to a better and safer Africa and World (Outcome 11)</p>	Building safer Communities (10)
<ul style="list-style-type: none"> Sustainable governance for local communities <ul style="list-style-type: none"> Broaden local democracy Local government accountability 	Deepen democracy through a refined ward committee model (Output 5)	Democratic Accountability and governance (F)	<p>A responsive, accountable, effective and efficient local government system (Outcome 9)</p> <p>Create a better South Africa and contribute to a better and safer Africa and World (Outcome 11)</p> <p>An efficient and effective and development oriented public service and an empowered, fair and inclusive citizenship (Outcome 12)</p>	Building a capable and developmental state (11)

STRATEGIC GOALS AND OBJECTIVES ...continues...	LINKAGE WITH OUTCOME 9 OUTPUTS	VISION 2016 LINKAGE	LINKAGE WITH NATIONAL OUTCOMES	LINKAGE WITH NDP OBJECTIVES
<ul style="list-style-type: none"> Business excellence within the WRDM <ul style="list-style-type: none"> Corporate governance practices (legal compliance, oversight) 	<p>Improve municipal financial and administrative capability(Output 6)</p>	<p>Corporate governance (G)</p>	<p>A responsive, accountable, effective and efficient local government system (Outcome 9)</p>	Fighting corruption (12)
<ul style="list-style-type: none"> Business management / leadership <ul style="list-style-type: none"> Strategic positioning (strategic / operational planning, structure, positioning around core business) Organisation culture Business performance management Stakeholder relations management / communication 				<p>Building a capable and developmental state (11)</p>
<ul style="list-style-type: none"> Resource management <ul style="list-style-type: none"> Human resource management Financial management ICT / knowledge management Information management Asset management 	<p>Implement a differentiated approach to municipal financing planning and support (Output 1)</p>		<p>Skilled and capable workforce to support an inclusive growth path (Outcome 5)</p>	
	<p>Improve municipal financial and administrative capability (Output 6)</p>		<p>A responsive, accountable, effective and efficient local government system (Outcome 9)</p>	

6.2 MILLENIUM DEVELOPMENT GOALS (MDGS)

MDG1: Eradicate extreme poverty and hunger

MDG2: Achieve universal primary education

MDG3: Promote gender and equality and empower women

MDG4: Reduce child mortality

MDG5: Improve maternal health

MDG6: Combat HIV/Aids, malaria and other diseases

MDG7: Ensure environmental sustainability

MDG8: Develop a global partnership for development

6.3 NATIONAL DEVELOPMENT PLAN (NDP)

The National Planning Commission's National Development Plan (2011) indicated that South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next two decades. This, however, requires a new approach – one that moves from a passive citizenry receiving services from the state to one that systematically includes the socially and economically excluded, where people are active champions of their own development, and where government works effectively to develop people's capabilities to lead the lives they desire. In light of this, the National Development Plan priorities are summarised as follows:


- Improving infrastructure;
- An economy that will create more jobs;
- Transition to a low-carbon economy;
- Reversing the spatial effects of apartheid;
- Improving the quality of education, training and innovation;
- Quality health care for all;
- Social protection;
- Building safer communities;
- Reforming the public service;
- Fighting corruption; and
- Transforming society and uniting the country.

6.4 GOVERNMENT PRIORITIES: NATIONAL 14 OUTCOMES

The twelve key outcomes that have been identified and agreed to by Cabinet are:


- Improved quality of basic education;
- A long and healthy life for all South Africans;
- All people in South Africa are and feel safe;
- Decent employment through inclusive economic growth;
- A skilled and capable workforce to support and inclusive growth path;
- An efficient, competitive and responsive economic infrastructure network;
- Vibrant, equitable and sustainable rural communities with food security for all;
- Sustainable human settlements and improved quality of household life;
- A responsive, accountable, effective and efficient local government system;
- Environmental assets and natural resources that are well protected and continually enhanced;
- Create a better South Africa and contribute to a better and safer Africa and World;
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship;
- Social protection; and
- Nation building and social cohesion

6.5 STATE OF THE NATION ADDRESS: FEBRUARY 2015

- To save electricity in order to reduce the need for load shedding;
 - To ensure that all government-owned buildings are energy efficient;
 - Encourage households to switch from electricity to gas for cooking, heating and other uses;
 - Tackle the energy challenges in our country by fighting copper cable and metal theft;
 - Promote the establishment of agri-parks or cooperatives;
 - To attract foreign skills for our growing economy;
 - To stabilize the mining sector and to promote a stable labour environment;
- 

- Continue to revitalize distressed mining towns to provide social development support within mining communities;
- Assist the mining towns with implementing the 'Back to Basics' municipal service delivery strategy;
- Establish a one-stop inter-departmental clearing house to attend to investor complaints and problems;
- Set-aside 30% of appropriate categories of State procurement for purchasing from SMMEs, cooperatives as well as township and rural enterprises;
- Continue to promote opportunities for the youth. The National Infrastructure Development programme continues to be a key job driver and catalyst for economic growth;
- To improve the water supply to areas that had been affected by shortages.
- Continue to improve the infrastructure in schools and higher education institutions;
- To create a conducive environment for learning and teaching;
- Government to partner with the mining sector to develop win-win solutions to beneficiate our mineral resources;
- To continue working harder together to fight crime and to create safer communities;
- Continue to advance and improve the lives of people with disabilities; and
- Continue to promote healthy lifestyles and to urge citizens to refrain from smoking and the abuse of alcohol and drugs.

6.5.1 NATIONAL NINE POINT PLAN

- Resolving the energy challenge
 - Revitalizing agriculture and the agro-processing value chain
 - Advancing beneficiation or adding value to our mineral wealth
 - More effective implementation of a higher impact Industrial Policy Action Plan
 - Encouraging private sector investment
- 


- Moderating workplace conflict
- Unlocking the potential of small, medium and micro enterprises (SMMEs), cooperatives, township and rural enterprises
- State reform and boosting the role of state owned companies, information and communications technology (ICT) infrastructure or broadband roll-out, water, sanitation and transport infrastructure as well as
- Operation Phakisa aimed growing the ocean economy and other sectors.

6.6 THE NATIONAL GROWTH PATH (2010)

The National Growth Path (NGP) sets out critical markers for employment creation and growth and identifies where viable changes in the structure and character of production can generate a more inclusive and greener economy over the medium to long term. To that end, it combines macro-economic and micro-economic interventions. The NGP proposes strategies:

- To deepen the domestic and regional market by growing employment, increasing incomes and undertaking other measures to improve equity and income distribution; and
- To widen the market for South African goods and services through stronger focus on exports to the region and other rapidly growing economies.

The NGP identifies areas with the potential for creating employment on a large scale (“job drivers”) as follows:

- Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
 - Targeting more labour absorbing activities across the main economic sector – the agricultural and mining value chains, manufacturing and services;
 - Taking advantage of new opportunities in the knowledge and green economies;
- 

6.7 GAUTENG EMPLOYMENT, GROWTH AND DEVELOPMENT STRATEGY

The Gauteng Employment and Growth Development Strategy (GEGDS) for 2009 – 2014 focuses on the first strategic priority of the Gauteng MTSF, namely to “create decent work and build a growing, inclusive economy”. While there have been great strides forward, since the end of apartheid, there remains significant, structural challenges that need to be addressed on the road ahead. A primary imperative is the need to ensure more inclusive and sustainable economic Region that promotes a developmental and equitable society.”

In trying to reach the destination of being an inclusive and sustainable economy, Gauteng will need to tread a particular path. This “growth path” will be one that necessitates profound structural changes in the provincial economy. Gauteng envisages that the economy will need to shift, as rapidly as possible, to an endogenous economic growth trajectory that is based primarily on “innovation”, “green growth” and “inclusivity”. To elaborate further, Gauteng will not have an economy that provides decent work and economic opportunities for all, unless it can become:

- An innovating economy, which ensures that economic energies are unlocked, that existing resources are used more productively, and that the knowledge-based economy is continually strengthened and intensified. „Innovating“ is used in the broad sense of the word. It is necessary to encourage science and technology innovation, socio-economic innovation, environmental innovation and even the innovating spirit of the everyday entrepreneur in both formal and informal sectors of the economy.
- A green, environmentally friendly economy, which capitalizes on the enormous economic value to be gained by investing in green processes and products, and which uses existing resources in a more efficient and sustainable manner, thus reducing the carbon footprint of Gauteng. Gauteng needs an economy based on green technologies, green jobs, green energy and green production processes that reduce the ever higher input costs stemming from unsustainable resource use.



- An “inclusive” economy, that dramatically expands access to economic opportunities to all historically marginalized and excluded economic actors, either as workers or entrepreneurs. An inclusive economy depends on a number of factors. An example is community-led local economic development that stimulates and affirms the entrepreneurial energy and spirit in communities, thereby enabling the economy to grow „from the bottom up“. However, above all else, an inclusive economy depends on the accessibility, connectivity and interaction made possible by infrastructure investments that are: strategic (including transport and ICT); socioeconomic (relating to education and health); and bulk (energy, water, waste and sanitation, transport and rail, information and communication technology, and so forth). Infrastructure, understood in this way, will growth forward. The vision of the GEGDS is therefore: “An inclusive and sustainable Gauteng City make the largest impact in creating opportunities for work, access to income and economic participation.

The GEGDS explains the strategic interventions by which Gauteng will work to make this innovating, green and inclusive economy a reality. The strategic interventions are organised into 5 „strategic pillars“. The five pillars are:

- Transforming the provincial economy through improved efficiency (economic dimension);
- Sustainable employment creation (economic dimension);
- Increasing economic equity and ownership (equality dimension);
- Investing in people (social dimension), and
- Sustainable communities and social cohesion (social dimension).

These 5 pillars are designed to ensure convergence between the economic and social strategies of government, underpinned by environmental strategies to ensure sustainable resource usage.



6.8 GAUTENG TOURISM DEVELOPMENT STRATEGY

The Gauteng Tourism Development Strategy (GTDS) of 2009 was adopted with the bold vision of aiming to be “the fastest growing and most desirable globally competitive tourism destination by delivering a high quality visitor experience and continually surprising and exciting visitors to Gauteng”. The GTDS has been crafted in the spirit of the Global City Region perspective, to strengthen Gauteng’s position as a leading tourism destination in South Africa and to become a competitive tourism destination on a global scale.

The strategic objectives that have been identified to facilitate tourism growth in Gauteng, are:

- Identify and continually monitor core and growth target markets and segments, their perceptions, preferences and travel behaviour to inform tourism planning;
- Define and communicate Gauteng’s tourism branding elements;
- Raise awareness of Gauteng’s experiences, destinations and icons in core and tactical target markets;
- Improve product development, packaging and promotion;
- Strengthen getaways, product clusters, linkages between attractions and destinations within Gauteng and between Gauteng and other provinces;
- Identify both “quick wins” and future “flagship” product development projects;
- Facilitate improvement of product quality, standards and accreditation;
- Support the national and provincial approach to transformation in the tourism industry (BEE and SMME development);
- Provide clarity on the tourism institutional structure in Gauteng and the split of roles and responsibilities between public sector, private sector and tourism implementing authorities.



6.9 GAUTENG GLOBAL CITY REGION STRATEGY

The primary objective of the Global City Region (as highlighted in the Gauteng Growth and Development Strategy) is to build Gauteng into an integrated and globally competitive region where the economic activities of different parts of the Province complement each other in consolidating Gauteng as an economic hub of Africa and an internationally recognised global city region. The main aim of this is to encourage great internal coherence and cooperation within the Province, for greater external competitiveness.

The strategy seeks to align the various planning instruments, structures and sectors in Gauteng in order to realize the “Global City Region”. Gauteng’s rapid economic growth and expanded social service delivery has accelerated in-migration and placed increasing pressure on the environment. The growing social and environmental challenges are an increasing burden on Gauteng’s stability and sustainability. Unless these challenges are addressed they will pose a significant complication for the future prosperity and development of the Province. Thus issues of Environmental Planning, Integrated Waste Management and Pollution Abatement must be addressed as essential ingredients of Gauteng’s sustainable development.



6.10 TEN PILLARS FOR MODERNISATION, TRANSFORMATION AND RE-INDUSTRIALISATION OF GAUTENG

NO.	COMPONENT	PILLAR
1.	Transformations	Radical economic transformation
2.		Decisive spatial transformation
3.		Accelerated social transformation
4.		Transformation of the state and governance
5.	Modernisations	Modernisation of the public service
6.		Modernisation of the economy
7.		Modernisation of human settlements and urban development
8.		Modernisation of public transport infrastructure
9.	Industrialisations	Re-industrialisation of Gauteng province
10.		Taking the lead in Africa's new industrial revolution

6.11 STATE OF THE PROVINCE ADDRESS: FEBRUARY 2015

- Changing ownership patterns to bring black people into the economic mainstream and creating black industrialists;
- Changing the current industrial structure of the economy to privilege manufacturing and industrialisation through the processing of rich mineral resources and other raw materials locally;
- Development of new modern, innovation-driven industries in the areas of high-tech, biotechnology, the green economy and blue economy;
- Investing in skills development to change the skills profile of the citizenry in line with the new strategic sectors and modern industries;
- Changing income distribution to ensure equity and decent living standards for all;
- Transforming the apartheid spatial economy and human settlement patterns to integrate economic opportunities, transport corridors and human settlements;
- Growing the SMME sector as a key driver of growth and revitalising and mainstreaming the township economy;

- Strengthening the capacity of the state to direct economic development and enhance the competitiveness of strategic economic sectors;
- Significant investment in economic infrastructure as the key stimulator of growth and investment;
- Transformative partnerships between the private and public sector in addressing the developmental challenges outlined in the NDP.
- to reconfigure the Gauteng City Region's space and economy along five development corridors that have distinct industries and different comparative advantages:
 - ✓ The Central Development Corridor is anchored around the City of Joburg as the hub of finance, services, ICT and pharmaceutical industries;
 - ✓ The Eastern Development Corridor anchored around the economy of the Ekurhuleni Metro as the hub of manufacturing, logistics and transport industries;
 - ✓ The Northern Development Corridor anchored around Tshwane as our nation's administrative Capital City and the hub of the automotive sector, research, development, innovation and the knowledge-based economy;
 - ✓ The Western Corridor encompassing the economy of the current West Rand district and the creation of new industries, new economic nodes and new cities;
 - ✓ The Southern Corridor encompassing the economy of the Sedibeng district and the creation of new industries, new economic nodes and new cities;
- The economy of the central corridor will be consolidated around Joburg as the financial capital and hub of the services industry of our continent.
- Continue to deliberately work with the City, national government and the private sector to enhance the competitive position of Joburg with regard to these sectors of the economy.
- invite the private sector to partner with us in improving the face of our central business districts and inner-cities through investing in better buildings, cleaning the streets and greening the City's open spaces.



- work with national government and the City to ensure that it becomes the home of the BRICS regional development bank to strengthening the position of the Central Corridor.
- work with national government and the City of Joburg on a definite and concrete plan to revitalise the old townships of Kliptown and Alexandra.
- contribute to the township economy revitalisation by supporting township enterprises and SMMEs in Soweto, Lenasia and Bekkersdal/Randfontein continue to support the automotive sector in the Rosslyn cluster through the Automotive Industry Development Centre.
- work with national government, municipalities and the private sector to transform, modernise and diversify the West Rand economy and revitalise the mining towns.
- The economy of the Western Corridor, will focus on the green and blue economy initiatives, tourism, agro-processing and logistics.
- The Lanseria Airport and Maropeng World Heritage Site will be the main anchors of the new city and new economy of the West Rand.
- working with the the municipalities and private sector partners to unlock the potential of Lanseria Aiport.
- position the Western Corridor as the hub of our agri-business and agro-processing industry, work is underway to leverage this corridor's high value horticultural potential.
- As part of the transformation of the agricultural sector, to ensure food-security and in order to stimulate economic activity in the Corridor, we have invested in the Randfontien milling facility.
- Partner with the private sector to upscale the aquaculture potential of this Corridor, in particular, in the breeding of prawns.
- invest in light manufacturing industries. In this regard, we will work with the University of Johannesburg and other partners around the deployment of solar technologies and solar manufacturing plant or solar farm in the Western Corridor as an area earmarked for renewable energy industrial development.



- work with national government and Busmark, we will support the manufacturing of coaches to supply various mass transit bus fleets.
- to shift the economy of Southern corridor away from its overreliance on the steel industry and diversify to include tourism and entertainment, agro-processing, logistics.
- Develop the new Vaal River City (hydropolis) aims to unlock the potential of the waterfront developments in the Emfuleni and Midvaal areas.
- to unlock the agricultural potential of Sedibeng as the food basket of the Gauteng City Region and position the region as an Agropolis. , all our development corridors must be environmentally sustainable and promote the creation of liveable cities.
- mobilise communities to work with us to contribute to the cleaning of streets and the greening of parks and all spaces within the Gauteng City Region.
- introduce blue economy initiatives, which will entail intense recycling and re-use of waste to protect the environment work with the Cooperatives Banks Development Agency to facilitate the establishment of cooperative banks that are owned by communities.
- prioritising the development of agri-parks on the periphery of urban settlements where young people will be given opportunities to farm.

In order to broaden the energy mix plan in the Gauteng City Region, we adopted a plan with six interventions:

- We have been working with municipalities to finalise plans to bring in additional 1200 megawatts of electricity by increasing generation capacity of the current coal-fired power stations in Tshwane (Rooiwal and Pretoria West Power) and Joburg (Kelvin Station).

We are installing roof top solar panels for all our government buildings. Our estimate is that we have available 8 million square metres of roof top space suitable for this and will be able to generate 300-500 megawatts of electricity

- We are implementing a programme to retrofit our coal fired boilers with natural gas.



- We are implementing the Tri-generation programme in six hospitals. Tri-generation is a technology that is able to produce electricity for heating and cooling using gas.
 - We are initiating the waste to energy programme. This programme is aimed at converting waste from our facilities into bio-gas.
 - We will continue our energy efficiency programme through which we aim to replace existing lights in all our facilities and government buildings with LED lights. We have thus far replaced 45 000 lights in our health facilities.
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- extending ICT connectivity to public schools to facilitate e-learning.
 - to improve the quality of public education across the schooling system, with a particular focus on improving education outcomes in maths and science.
 - intensify the implementation of our comprehensive response to this scourge.
 - We are enhancing our capacity to deal with the prevention and treatment of drug abuse and working with the police to clamp down on the production and distribution of illegal substances.
 - to strengthen the fight against poverty including urban poverty.
 - work with township enterprises to engage those in need in the production of goods such as paper towels, plastic, furniture, tombstones, bricks, upholstery, hydroponics, paint, condoms and baked goods.
 - remain committed to building an activist and clean government and in this way fundamentally change the way our people experience government.
 - to improve the way government works so Gauteng's people can see their elected representatives in action responding to all their concerns and aspirations.
 - take concrete steps to strengthen the integrity of our government and its institutions and promote corruption free, clean government
 - to improve restore public confidence in government's procurement process, we are currently piloting an open tender process in Treasury and the Department of Transport.
 - to build a credible and dependable government, worthy of the trust of our people.



- to reduce the cost of doing business and to make it easier to do business in our province.
- to create the link between institutions of higher learning and specific industry.

6.12 STATE OF THE DISTRICT ADDRESS: MARCH 2015

To be tabled



SECTION K:
7.1 PROGRAMMES AND PROJECTS OF OTHER SPHERES

To be tabled



ANNEXURE A

2015/16-2017/18 BUDGET S

To be tabled

